

NATION'S BUSINESS

NOVEMBER, 1928

*The
Business Man
—a Practical
Socialist*

READ

Homer Ferguson
Samuel O. Dunn



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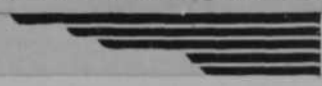
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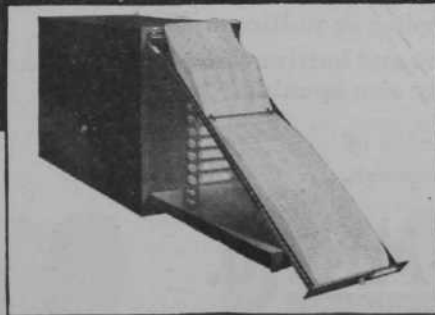
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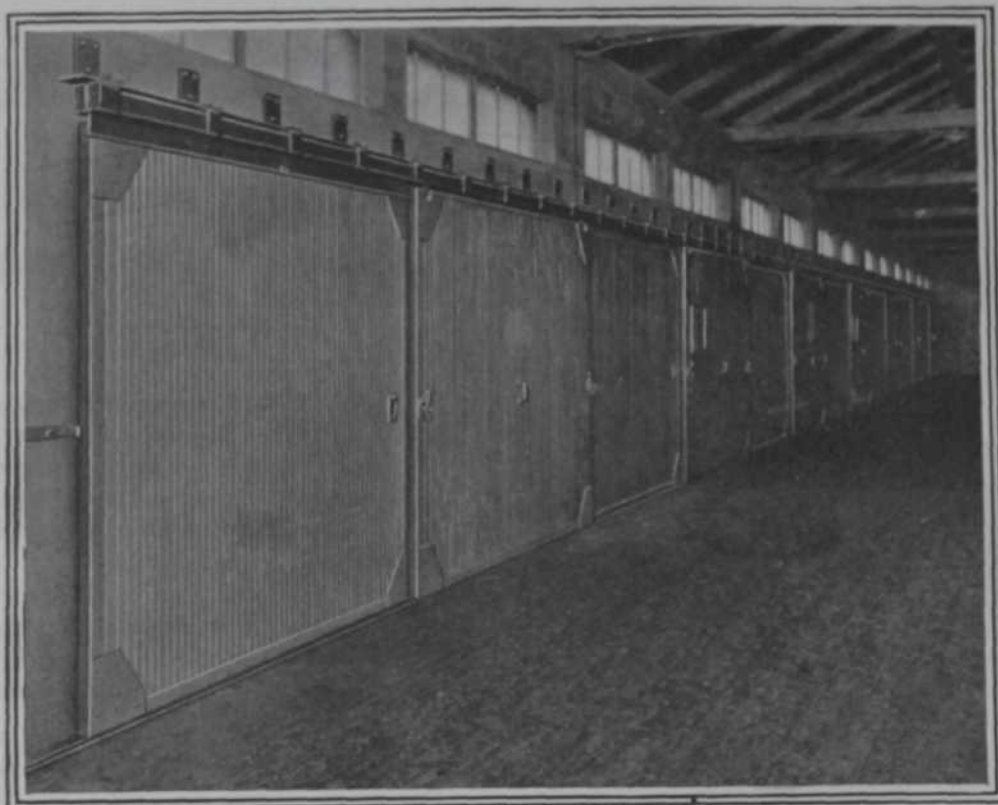
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Nation's Business is published on the 30th of every month by the Chamber of Commerce of the United States, Washington, D. C. Subscription price \$3.00 a year; \$7.50 three years; 25 cents a copy. Entered as second-class matter March 20, 1920, at the Post Office at Washington, D. C., under the Act of March 3, 1879.



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Correct lubrication is a universal means of increasing efficiency and producing other operating economies, no matter what product you manufacture.

One maker of building materials saved \$10,000 in oil, maintenance and power costs

The executive eye sees beyond such savings

When we tell you that scientific lubrication saved a building material manufacturer \$10,000 a year, we expect you to look further. You will see the far more important facts involved in this money saving—increased plant efficiency and increased life of machinery.

In your plant we would most probably find opportunities for savings in oil costs, in power, and in labor.

But more important still, we would doubtless be able to point the way to smoother operation, increased plant efficiency, and longer life for your machinery—through correct lubrication.

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We should like to lay these facts before you. Our men are trained to work harmoniously with your manufacturing executives and engineers to put all the economies of scientific lubrication into effect.

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This Month and Next

THERE may be truth in the proverb about the comparative merits of honey and vinegar for catching flies, but NATION'S BUSINESS is not in the business of catching flies and does like a reasonable amount of vinegar in the diet it offers its readers.

There's vinegar in the article, "The Practical Socialist," by Samuel O. Dunn. Mr. Dunn is the editor of *Railway Age*, a periodical devoted to an industry which is inclined to feel at times that the hand of Government is heavy upon it.



Samuel O. Dunn

Mr. Dunn rises then to inquire, "Who is responsible for the increasing encroachment of Government upon business?" He gives his own answer, "The business man who cries to high heaven if his own business is threatened but is perfectly willing that the Government should go into the other fellow's business." We mentioned vinegar. Perhaps pepper is a better word. (Page 15.)



Charles Herty

Perhaps pepper too is the word that fits C. D. Garretson's article, "Fool Selling That Kills Profits." Mr. Garretson is a manufacturer himself but he has no sympathy with the manufacturer who whines that the mass distributor, chain-store or mail-order house is driving him to the wall.

The trouble is with the manufacturer, Mr. Garretson thinks. The manufacturer is so eager for business, so eager to outdo his competitor that he forgets that a business which doesn't make money is a pretty poor business. (Page 38.)

Gayer in tone but with a bit of biting satire is Herbert Corey's talk with Homer Ferguson called "A Plea for Inefficiency in Government." Mr. Ferguson says that if Government knew how to do things better all private business would be out of a job. (Page 20.)

NATION'S BUSINESS, like any other worth while periodical, works in the three dimensions of time, past, present and future. We've just talked present. Let us talk future for a minute and call

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New York

your attention to Dr. Charles H. Herty's article, "A New Era Opens in Industry." (Page 23.)

Past? Read the article of that pleasant farmer-philosopher, Jared Van Wageningen, of New York, on "Pharsalia." How long ago did the need of "farm relief"



James J. Davis

begin? Before the Civil War, perhaps. Read it and project the past into the future, or read it as a bit of charming writing. Either way it's worthwhile. (Page 33.) Back now to the present. Our readers tell us that taxes—and above all state and local taxes—concern business most just now. With that in mind, we ask your consideration of the article, "State Taxes Can Be Cut," by Governor Hardman of Georgia. (Page 31.)

Whiting Williams, former vice president of a Cleveland steel plant, has a way of putting on overalls, taking his pick and shovel in hand and studying the world's work problems at critical times. Mr. Williams has just returned from Russia and Italy where he talked with workers in factories and mines.



C. D. Garretson

In this month's NATION'S BUSINESS he reports of the things he found. (Page 18.)

What is the economic aspect of nine million women and girls gainfully employed in this country? Secretary of Labor Davis tells of "The American Woman at Work." (Page 41.)



Lawrence King

The men who pioneered the automobile are looking toward the airplane. Lawrence G. King tells what the business men in Detroit are doing to develop aviation in "A City Seeks An Industry." (Page 58.)

Hugh J. Hughes writes "Farming Has a Brighter Side." (Page 62.)

In the December NATION'S BUSINESS, James D. Mooney, president of General Motors Export Company, will have an article on exporting.

There will be an article on insurance as an investment by M. A. Linton, vice president of the Provident Mutual Life Insurance Company. Among other December contributions will be John Hays Hammond, Fred W. Shibley, vice president of the Bankers Trust Company of New York; Shirley D. Mayers of the staff of the Federal Trade Commission.



Hugh J. Hughes



Almost Over Night

Los Angeles County Becomes America's Second Tire Industry Center

FOLLOWING the pioneer lead of Samson Tire & Rubber Corporation, Goodyear, Goodrich and Firestone have each established great tire plants in the metropolitan Los Angeles area—and still other major developments are now in progress.

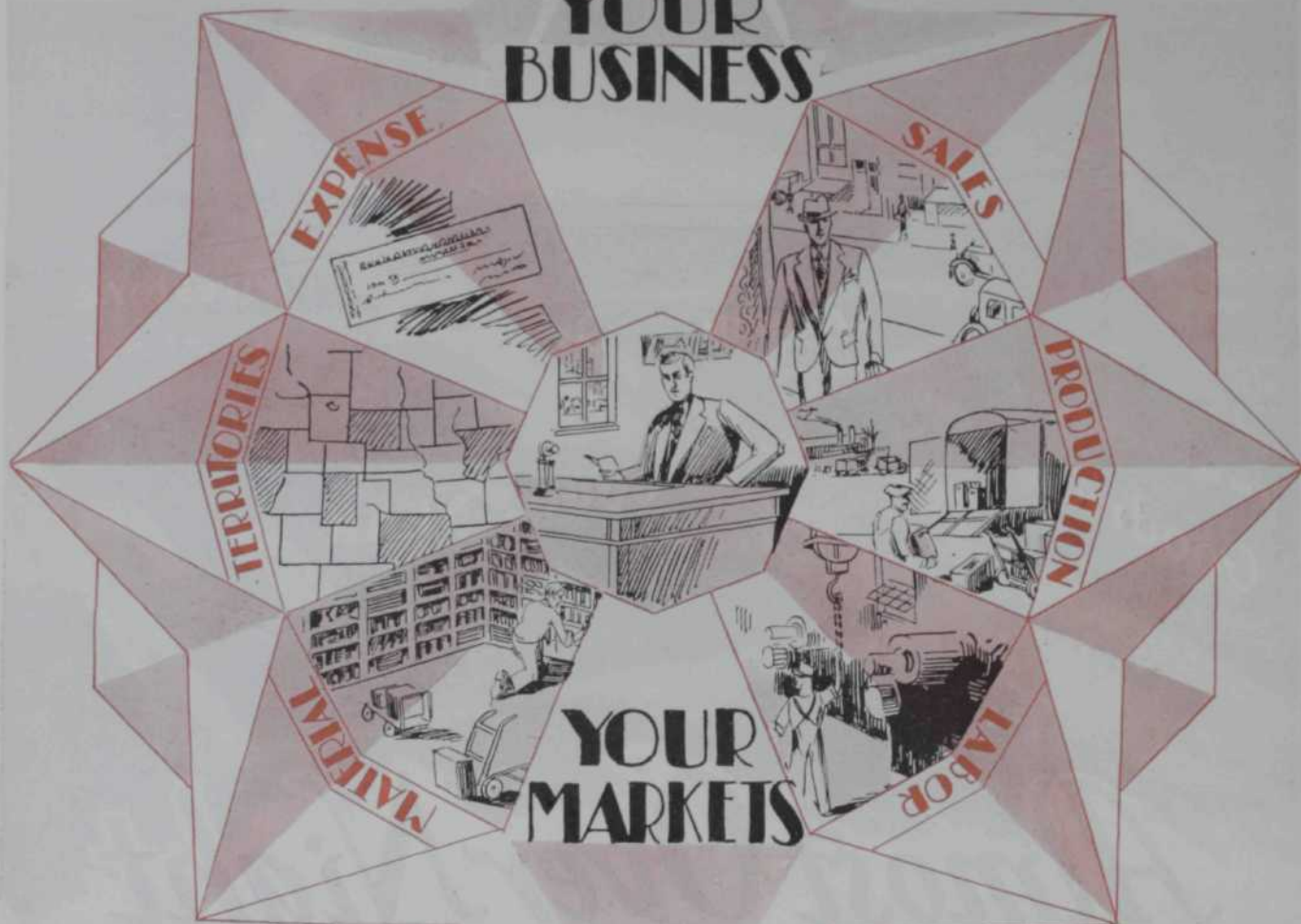
As a result, Los Angeles County is today the second largest tire center in America, and present progress bids fair to make it first. Why did these great plants locate here? Because exhaustive investigation disclosed these advantages:

- lowest unit production cost in America.
- a higher standard of labor; ideal working conditions.
- lower plant maintenance expense and less plant depreciation.
- freedom from labor troubles.
- saving of expensive, long haul across country to supply Western markets.
- a tremendous tributary market quickly reached and more economically than from any other Western distributing point.
- big, concentrated market with exceptionally high per capita buying power.
- smaller plant investment necessary.
- excellent transportation facilities by rail and water.
- abundant cheap power and water.

These same advantages are bringing other great industries here. For specific information regarding manufacturing opportunities and distribution advantages in Los Angeles County, address Industrial Department, Los Angeles Chamber of Commerce.

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YOUR BUSINESS



EVER CHANGING *like a vast kaleidoscope*

Modern industry is kaleidoscopic in its constantly varying activities. Day by day its pattern changes with the vagaries of public preference, competitive maneuvers, market prices, labor conditions and other policy-modifying elements.

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Competition's Sweet Uses

SWEET ARE the uses of adversity, sang Shakespeare, and proceeded to prove his point.

 Consider competition. It is adverse, terrifying; it shatters friendships, breeds suspicion and provokes biliousness. Sweet uses? Huh!

A few years ago 2,000 ice producers met. Their faces were worried and anxious. Before each one, in letters a mile high, shrieked the announcement that one million electric refrigerators would be put in the homes of the land that year. A billion-dollar industry wondered as to the future. Here was competition stark and brutal, threatening the theory that only ice could cool.

Someone suggested that they might sell ice instead of peddling it. He pictured 20 million families owning automobiles, 16 million using telephones, and only 12 million with ice-boxes.

A fund was raised for market research and promotion. Millions of pamphlets were distributed on the proper care of food. The ice man suddenly became courteous—he no longer left a trail of water on the kitchen floor.

A giant industry awoke. Trade association leaders restrained hot-heads from foolish comparisons—"those new-fangled contraptions explode; they wilt lettuce; are not fool-proof; always need a mechanic." The industry instead sold ice and did not unsell refrigeration.

Result? The 12 months following, despite a cooler summer, showed a seven per cent increase in sales of ice.

But there was something more signifi-

cant than material benefits. Last week, the president of our largest ice company, in announcing that the past nine months had been the best period in its history, added:

When the electric people arrived, we got busy; we cleaned house; we cut out the dead wood and the lazy, unprogressive personnel. We worked out our distribution more effectively and we added customers constantly.

So have other industries found sweet the uses of competition. Wood refuses to take a back seat for structural steel. Paint makers are throwing up a barrage of paint-consciousness against the spray-gun lacquers. Rayon is getting next to many skins, but it has not prevented the increase in silk output. Cotton refuses to abdicate and bids for custom with a host of new uses.

Resourceful "independents" rate the big chains no stronger than their best links. Newspapers have made a powerful ally of radio and now levy tribute for its advertising. Some railroads have adopted buses, not only recapturing traffic but actually adding rail passengers. Two railways have established air transport facilities.

Whatever your business, new products, new methods, new services are vigorously proselyting your customers.

Stimulation by shock is virtue.

Heroic treatment can make competition a blessing.

Discouraged, can't sleep nights? Why, man alive! It's growth you're facing.

Merce Thompson



Chicago warehouse project of Austin design

Save Time and Money in Building by the Austin Method

JUST consider the advantages offered you by the Austin Method in connection with your industrial or commercial building project.

Handling the complete project with *Undivided Responsibility* for layout, architectural design, construction and equipment, this organization is able to guarantee in advance the lump sum price, completion date within a specified short time, and high quality of materials and workmanship.

Important savings both in time and money are assured you under this modern way of building. Hundreds of industrial leaders who are Austin clients, and more than 2000 plants from Coast to Coast, testify to the success of the Austin Method.

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NATION'S BUSINESS



Published at Washington by the Chamber of Commerce of the United States

MERLE THORPE, Editor

As the Business World Wags

THUS WE MAY SEE, QUOTH HE,
HOW THE WORLD WAGS—*As You Like It.*

Not Marked for Approval



REFERENDUM 52 of the United States Chamber of Commerce dealing with agriculture is at this writing in the hands of the Chamber's organization members.

By the time this page has reached the NATION'S BUSINESS subscribers, the referendum either in whole or in part will have been disapproved or approved.

Until that verdict is rendered or recorded NATION'S BUSINESS can have nothing to say of this particular referendum.

It can have and has this to say of the Chamber's referendum as a whole:

No referendum ever left the Chamber with any "request for approval," with any desire that "the Chamber be endorsed," by voting "in favor" on the referendum ballot.

The Chamber wants no referendum approved or endorsed. The referendum as it goes to members is not a statement of the opinions of the Chamber or of the directors of the Chamber or of the executive officers of the Chamber. It is a report from a committee of the Chamber to which has been referred a question or a subject.

It is prepared so that the members of the Chamber may put that body on record on business subjects timely and national.

And if the members choose to reject that proposal there is no officer, no director of the Chamber who will not whole-heartedly say:

"That's why the question went to referendum."

A Test of Arbitration



IN a world so full of politics it is hard perhaps to get our business readers to give their attention to a matter which may seem remote from their every day interests.

Yet in the principles that are involved, in the consequences that may result, the dispute between the Western Railroads and their conductors and trainmen may be of far greater importance to American business than the results of the election on November 6.

Congress set up by the Railroad Labor Act of 1926 a method of settling disputes between railroads and railroad workers. First, the carriers and the workers must make every effort to settle their disagreements by con-

ference. If conference fails, the Act provides for Boards of Adjustment to be created by a carrier or carriers and employees. If agreement cannot be reached by adjustment appeal may be made to the Board of Mediation which from August 9, 1926, to September 11, 1928 settled 144 cases.

If conference or Adjustment Board or Mediation Board do not bring about agreement then the Act provides that the parties may submit their questions to an Arbitration Board. Forty-eight such cases involving nearly half a million workers have been so submitted.

If still there is no settlement, the President may, when called upon by the Board of Mediation, name an Emergency Board to investigate and report.

Twice has an Emergency Board been named. Once in the case of the Kansas City, Mexico and Orient Co., and again in the present case of the Western Railroads.

The former case, relatively less important, was settled; the other still waits decision. The money amount, some six or seven millions a year, is large; the principles involved are still larger.

If the Emergency Board fails to bring about peace we may see a failure of the whole effort to set up an equitable means of settling railroad disputes without on the one hand the devastation of a strike which shall tie up transportation, or on the other, the evil of a government fixing of the price of railroad labor.

On Selling at a Profit



BUSINESS is learning—learning somewhat unwillingly to be sure, but still learning—that there's mighty little use in just producing goods unless they can be sold and mighty little profit in selling goods at less than they cost to make.

Simple lessons it would seem, yet not so easily learned. Many an industry has sought to meet declining profits by increasing production with the idea that increased production would reduce costs and that reduced costs would sell more goods.

It doesn't always. It is doubtful if anyone of us would wear twice as many shoestrings if shoestrings cost half as much.

If industry has sometimes a hard job in learning the lesson that business must begin with the market, what of the farmer, who, after all, is a manufacturer?

He, too, is learning the lesson. A most interesting

experience is now being made in Illinois. Business and the farmer are working together in Rock Island County to find out what the farm produces; secondly, who in that area buys the farmers' products; thirdly, how to get the producer and the consumer together most effectively.

A fine list of coworkers in this job:

The Moline Association of Commerce
The Rock Island Chamber of Commerce
The Rock Island County Farm Bureau
The Illinois State Chamber of Commerce
The United States Chamber of Commerce
The United States Department of Agriculture
The State Agricultural College
The University of Illinois
The Prairie Farmer

Surveys have been made, information has been gathered and is now being tabulated.

And when the job is done Rock Island is going to know what it raises and what customers there are to buy it.

A worth while job and already other communities are planning and asking for help in planning like surveys.

The successful farmer isn't the farmer who raises twice as much wheat or twice as many eggs as last year. He's the farmer who raises and sells at a profit more wheat and more eggs.

Swift's philosopher should have showered praise not on the man who made "two blades of grass to grow where only one grew before," but upon him who made two blades of grass to grow and found the man who needed the second.

And that's what the Rock Island farmer will know.

A Measure of the Auto



AND to him who would see how great is the opportunity of the automobile, its effect and influence on American life, we commend this paragraph from an article in *Machinery and Power* written by Dean Kimball of the Cornell College of Engineering in "A Century of Industrial Progress."

If at a given time every owner of an automobile should fill his car to capacity the entire population of this country could go for a ride in a machine that a few hundred years ago would have been looked upon as the work of magic and whose builder would most probably have been hanged or burned as being in league with the Devil.

Revolution of Peace



THERE died the other day in London a man who set on foot a revolution and who lived to see that revolution succeed. It was an industrial revolution, a bloodless revolution which left no trail of misery, but which added to human comfort and happiness.

The man was Sir Henry Alexander Wickham and the revolution was in rubber. It was he who first brought with great difficulty and in the face of Brazilian Government opposition the seeds of wild rubber from the upper reaches of the Amazon to Kew Gardens in London. There 70,000 rubber plants were soon growing and from them sprang the whole British and Dutch East Indies rubber industry.

It is hard to vision the change that this man saw in his lifetime and as a result largely of his farsightedness. In 1905 the world produced less than 60,000 tons of rubber; in 1927 it produced more than 600,000 tons. In 1905 nearly all the rubber was still wild grown; in 1927 more than 90 per cent of it was a cultivated crop. In

fact it was only in 1914 that plantation rubber passed the wild variety and of our 600,000 tons of rubber nearly 90 per cent goes into automobile tires.

It was in 1876 that Sir Henry set on foot the cultivated rubber industry. A great year that, the year of the Centennial Exposition in Philadelphia when crowds flocked to see a Corliss engine of 1,400 horsepower! Elsewhere at the Centennial the telephone was shown and some folks went to see it. It was in that year, too, that Dr. Otto of Cologne invented an engine in which gas was compressed before it was exploded.

A great year but who then saw how Wickham's work with rubber, Otto's with the gas engine and Bell's with the telephone were to make over a world?

The world has paid scant honor to Henry Alexander Wickham though it was he who made it possible for us to ride on a soft elastic pavement and to carry the pavement with us.

Faith a Factor in Selling



THE sophisticated *American Mercury* wanted advertising salesmen and inserted in the *sedate New York Times* this advertisement. The *American Mercury* wishes to engage the services of two young men as solicitors of advertising. It offers an unusual opportunity to candidates who share the enthusiastic admiration of the publisher of the magazine for its editor, H. L. Mencken. The publisher will consider only those who have been consistent readers and admirers of *The American Mercury* and who have read, because they really like them, H. L. Mencken's books. If you wish to apply, write to Alfred A. Knopf, 730 Fifth Avenue, naming the article in *The American Mercury* for 1927 that you liked best and telling him why.

The flippant *New Yorker* reprinted the advertisement and jeered at it under this caption:

OUR OWN AMERICANA

[*New era in advertising solicitation in the Empire ("Vo-dodeo-vo") State.*]

We have no wish to interfere when the *New Yorker* makes faces at the *Mercury*, but we do feel that the *Mercury's* advertisement was sound.

The more a man knows about, the more he is interested in, the more he sympathizes with the product he sells, the better he can sell it. No man ever sold well with his tongue in his cheek.

The best salesman of the *NATION'S BUSINESS*, we are sure, whether it be the salesman of a subscription or of advertising, is the man who reads it, who understands it, who finds fault with it when it fails to come up to his expectations, but who, above all, believes in it.

The man who doesn't like parsnips is rarely convincing when he tries to persuade his neighbor to eat them.

There's no better quality in a salesman than faith in the product he sells.

Chain Stores and Your Town



WORTH reprinting in this magazine because this magazine has been a leader in the discussion between chain stores and communities is this letter which Lessing J. Rosenwald, vice president of Sears, Roebuck & Company, wrote to B. C. Forbes:

You will recall that under date of February 2 you wrote an open letter from Oakland, Cal., to several chief executives of large industries. Included in your list was the name of Mr. Julius Rosenwald, as chairman of the board of Sears, Roebuck & Co. You suggested that these companies, who have branches in various cities, induce their representatives to take an active part

in the communities where their branches are located. Mr. Rosenwald brought this to my attention.

I thought you might be interested in knowing that on February 13 we had a meeting of all our regional managers and read your letter to them. We urged them to follow your suggestion and have taken steps to increase the affiliation of our company with worthy civic and philanthropic movements in all the cities in which we have branches.

Please accept our very heartiest thanks for bringing this matter to our attention.

The attitude of Sears, Roebuck & Company is not peculiar to them.

Anyone who would turn back over his file of the copies of NATION'S BUSINESS and read again a symposium from ten leading mass distributors entitled "Chain Store and Your Community," will see that the mass distributor in the form of the chain store and the mail-order house or whatever other form the mass distributor may take is the thing that is here to stay.

It is not to be driven out by the blind antagonism of the local retailer. It is to be met by better retailing on the part of the local retailer, by a full use of the advantages over the chain store which the individual retailer has

—and there are many, advantages of personality, of acquaintance, of flexibility, of service.

So the antagonism, if antagonism there be, between the community as represented by its chamber of commerce and the chain store or the mail-order house, will be broken down as soon as the chain store is convinced that the chamber of commerce is efficient and capable and a necessity to the success of the community. The chain store is reputed to be a shrewd buyer. Is there any reason why so shrewd a buyer will not buy the chamber of commerce if the chamber of commerce has something worth while to sell and knows how to sell?

"It" in Business



their own definition of "it."

That indefinable "it" has penetrated to business. President Moskovies of Stutz Motor Car Company confides to Printer's Ink that his company selects dealers who have "it." He lists a few of the virtues which must be included in "it." Here are part of them:

Ability to absorb enthusiasm and impart it to others.
Ability to work consistently and not by spurts.
Love for his job to the extent that he prefers his job to doing anything else in the world.
Ability to find a veritable frenzy of belief and yet remain cool and calm thinking.
In addition to these "it" characteristics he must have "unimpeachable qualities of integrity, character and a nicely balanced sense of obligation to the customer."



It is hard to overcome a feeling that Mr. Moskovies is seeking supermen. If ever a human being had the "it" which the Stutz president seeks, that human should have the job not of an automobile salesman but of President of the United States.

But no one can dispute with Mr. Moskovies the contention that personality, "it," enthusiasm, whatever you want to call it, is a tremendous thing, not only in selling, but in every line of business. Think over your own buying experiences. How many times have you turned down a salesman whose proposal might well have been worth your attention simply because he overdid or underdid not the thing he was selling, but himself? He couldn't state his case or he stated it so positively, blatantly, that his chances were gone before he got really under way.

"It" may be hard to define, but there is no doubt that it's a business asset.

Who Gets the Economies



IN THE September issue we asked this question:

If two well managed public utilities companies in a city join and effect a saving of a million dollars a year, who should benefit by the saving? stockholders, management, labor or consumers?

Of the answers we have received here are two. W. D. Hord of Cincinnati writes:

How about those who will lose their connection; those who are stepping out to make it possible to save a \$1,000,000 annually? Should they and those dependent upon them suffer a 100 per cent loss while others enjoy a 100 per cent gain? There certainly

would be nothing ethical about that. Are they not entitled by ethics and some priority rights to consideration?

My idea, therefore, for an answer, is that ethically, those who are being let out that the \$1,000,000 may be saved annually, should be pensioned ratably according to length of service 20 per cent of the saving; the stockholders are entitled to something like 20 per cent in the aggregate for the chances they took in the early stages of the enterprise; the management 20 per cent for good management; the workers 20 per cent for loyalty past and present and 20 per cent to the consumers, who are the very life blood of the utility as to its future success.

W. R. Conard, an engineer, has this suggestion:

It would appear to the writer that the benefits of the merger would properly be divided in four parts somewhat as follows:

Stockholders	75% of \$500,000 or \$375,000
Management	25% of 500,000 or 125,000
Workers	25% of 500,000 or 125,000
Public	75% of 500,000 or 375,000

The recompense to the stockholders might properly be in the form of stock dividends for a while, which with the dividends on previous holdings would increase their income without further investment and the money which the stock represented be placed part in surplus and part for extensions and betterments without additional financing thereby increasing the value of the properties and appreciating the value of the stock.

The payments to the management would probably be in the form of bonuses, so that in the event of net earnings falling off at any time there would be no salary reductions.

The payments to the workers would be bonuses the same and for the same reasons as for the management.

The return to the consumers would more properly be either some form of stock with some dividend provided for. This would serve the dual purpose of making them boosters for the utilities and maintaining rates, always provided the state utilities commissions would permit.

A recognition of the public right is shown in the case of the recent union of the New York and Brooklyn Edison and other utility companies in New York. A page advertisement in newspapers announces "A \$4,500,000 cut in electric bills," and adds:

This is the first step in extensive plans for the betterment of New York's electric service. Whatever economies are achieved will be shared with our customers.

Place of a Monopoly



to make more money, but who sees business as a necessary and a potent factor in remaking human life for the better; who believes that an honest part of business is the bringing of more comforts, more conveniences to the service of mankind; who believes that business has a task to make it easier for man to get the necessities so that he may have more time for those finer things, the unnecessaries.

No list of business statesmen in this country would be complete without the hand of Owen D. Young. And so when Mr. Young declares in favor of a monopoly of local transportation lines he is sure to be listened to. Here is his view:

In my judgment a monopoly should be established of local transportation facilities of all kinds, and the rates and service should be regulated by the Government so as to give to the public the best service and lowest rates consistent only with such return as will always enable them to get the capital desired for their needs.

Unless we have a monopoly and public regulation, we must do the job by competition, and I believe that in this field of transportation competition is not an effective regulator; it is merely a destructive one which can come to nothing else but government ownership in the end, and if that is so we might as well take it in the beginning.

It is not fair to quote this only for Mr. Young's decla-

ration as to regulated monopolies on local transportation.

With it was coupled another, that an unjust fare—a fare below the cost of production—was an evil to all. The five cent fare, he said, "a disease of our coinage and our fluctuating price level," was one of the obstacles in the way of a solution, "of this vexed question which at present is a disgrace to the intelligence of the American people."

A Cloud on Russia



WHITING WILLIAMS, who knows the workman here and abroad, who has talked and worked and lived with him, brings back from Russia and Italy some interesting first hand impressions of Italy and Russia. They're on page 18 of this number.

Others than Mr. Williams see a spreading black cloud over Russia.

Returning from a careful study of economic conditions in Central Europe, L. I. Estrin, assistant vice president of the American Exchange Irving Trust Co., said this of Russia:

One outstanding comment of bankers in that part of the world is that conditions in Russia have become much worse and that the financial resources of the Russian Government have become very much reduced. I was informed by several institutions, which formerly discounted Russian acceptances, that they no longer do so and that credits generally are being allowed to run off without being renewed, this in the face of the fact that most of these countries appear to have found business with Russia rather profitable. It is remarked that Russia, a large grain exporter before the War, now is importing wheat, whereas in other parts of Europe the harvests are unusually good. This shortage of wheat for export seems to be due in part to the fact that the peasants are not planting on as large a scale as formerly and in part to their unwillingness to sell for export, preferring apparently to feed any surplus to the hogs rather than to let it get into world trade channels.

None of my informants upon the Russian situation suggested anything in the way of a real political revolution, the fact apparently being that the suggestion of power expressed in the Soviet military establishment is sufficient to dampen the ardor of anyone attempting anything in the direction of an overthrow of the government. The difficulty clearly is economic and beyond doubt is serious. I was told that the internal depression of Russian currency has gone on apace and that the Soviet regime is regarded now as being in more serious difficulties than at any time in recent years.

A black picture and not least depressing is the feeling that what goes on in Russia can be seen only through a mist. As Mr. Williams points out Russia fears to talk of economic conditions; and no country can be quite sound whose citizens fear to talk of its affairs.

Titles Galore



ALWAYS we believe in titles. Rather than lessen the number of vice presidents in some of our banks we would have more and for all we care better vice presidents.

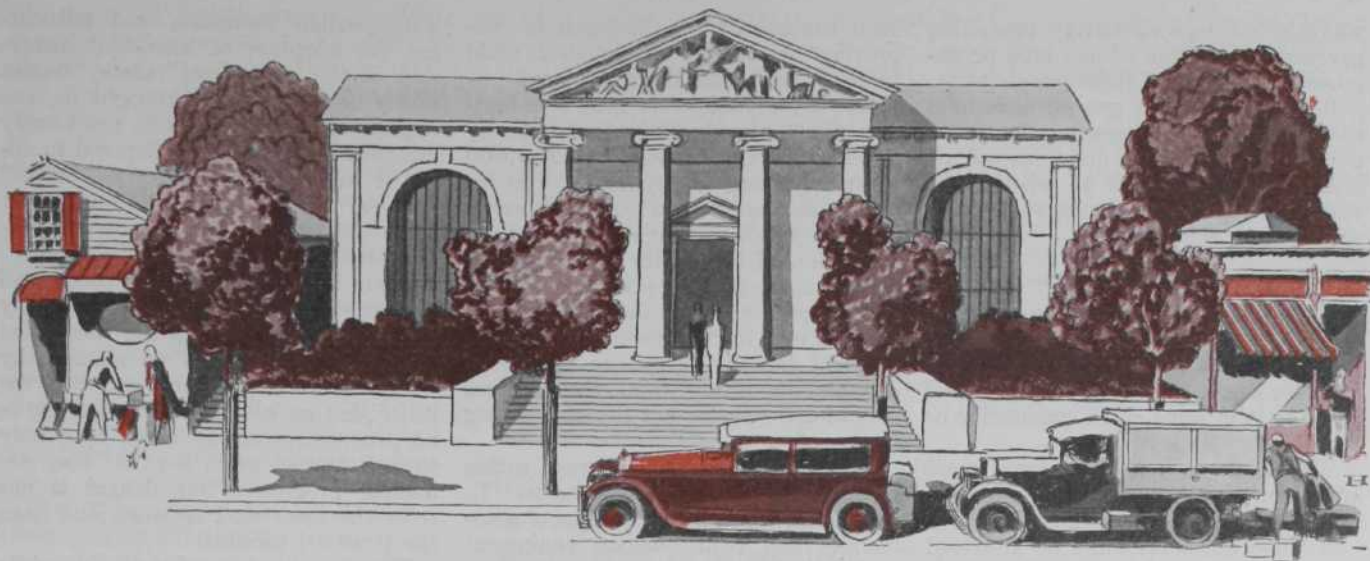
But give us more vice presidents, more assistants to vice presidents, more first assistants to vice presidents.

A title for everybody—for everybody, of course, except the newest office boy. Some one must be commanded.

And titles should be resounding and mouth-filling. Therefore, we read with pleasure in the *Public Ledger* of Philadelphia a note about "the assistant professor of animal podology at the University of Pennsylvania."

How much better than teacher of horseshoeing. As Longfellow might have written:

Under the spreading *Castanea dentata* tree,
The village animal podologist stands.



The "Practical" Socialist

By SAMUEL O. DUNN

Editor, The Railway Age

Illustrations by C. P. Helck



ORGANIZATIONS of business men throughout the land frequently and unanimously adopt resolutions opposing government interference with business; but government interference keeps increasing.

Business men deplore and denounce increases in taxes; but the expenditures of state and local governments continue to grow. Many forms of expenditure by the Federal Government continue to increase, and the total burden of taxes tends to become heavier.

Who is responsible? Ask almost any business man, and he will blame the politicians. We shall make more progress in improving both government and business when we put the responsibility where it belongs. Practically every increase in taxes and in government interference with business is due more to our business men than to our politicians.

Business men are the most influential class in the country. They never

NO American city seems complete without an imposing post office. The number and cost of post offices always cause complaint—but never from the business men of a community about to acquire a new building. It's the distant taxpayer who kicks

had so much influence in any other country as they have here, and never so much influence here as they have now. Most politicians do not disregard what business men want.

They may disregard what business men say they want, but they seldom disregard what they know the business men actually do want. And the main reason why we have so much government in business is that the politicians give business men what they actually want.

Rodney A. Elward, a Kansas farmer, in an article in *NATION'S BUSINESS* for July, commented upon the way "business men shudder at the word socialist," and said:

"Paternalistic schemes of government are agitated, not at farmers' meetings, but in business men's organizations. I have heard more socialism preached at meetings of commercial bodies than in socialistic gatherings."

Mr. Elward and I have spent our lives in different fields, but we have come to the same conclusion.

Probably no statements in Herbert Hoover's speech accepting nomination for the Presidency were more generally endorsed by business men than these:

"It is the duty of the Government to avoid regulation as long as equal opportunity to all citizens is not invaded and public rights violated. The Government should not engage in business in competition with its citizens."

And yet there are few business men

who are not now effectively promoting governmental action of one kind or another in violation of these principles.

Regardless of the general principles to which a man professes to adhere, the correct answers to two questions will afford an infallible test of whether he really is opposed to excessive governmental activities:

Tests of Socialism

WILL he favor an expenditure by the Government of the taxpayer's money in his own community or territory which he would oppose if it were proposed to make it in some other community or territory?

Will he favor a form of government interference in other people's business that he would oppose in his own business?

If these questions must be answered in the affirmative, he may believe he is opposed to undue governmental activities and excessive governmental expenditures, while he is effectively promoting them.

Now, anybody who will thoughtfully survey what is going on throughout the country must agree that many business men are constantly answering "yes" to these questions.

It has been constantly asserted that the Federal Government has built larger and more expensive post office buildings than private companies would have built to handle the same amount of business, and that the Federal Govern-

ment has wasted large amounts in "improving" waterways which never could be made navigable for a row boat.

But did anybody ever hear of a business man opposing the expenditure by the Federal Government of \$200,000 upon a building or anything else in his own community when \$100,000 would have been sufficient, or even too much? Regardless of the merits of the Boulder Dam controversy, for example, is it not significant that though there is much opposition to it from business men in other parts of the country, there is no perceptible opposition from the business men of Los Angeles and the surrounding territory?

The expenditures on highways within recent years have been enormous. To what extent have manufacturers of automobiles and road building equipment and materials sought to prevent these expenditures from being made excessive? To what extent have local business men interested themselves in these expenditures, excepting to pull for the construction of highways in their own communities and territories?

How many business men can say they have never favored the application to other people's business of any government policy which they did not want applied to their own?

What often happens is illustrated by the conduct of the agent of a large insurance company in an important western state. He was recently dividing his time between opposing at his state capital the establishment of a state fund for workmen's

compensation insurance, and advocating the adoption of municipal ownership of the local street railway system in his home city. He thought he was opposed to socialism, and he could easily recognize it when it was proposed to apply it to his own business, but he did not so quickly recognize and react against it when it was proposed to apply it to the business of somebody else.

There is only a handful of theoretical socialists in this country. Extremely few of our business men are theoretical socialists. But that is no reason why we should comfort ourselves with the belief that socialistic policies will make no progress, especially if we have only to look around us to see that they are making progress. Our danger is not from the theoretical socialist, but from the practical socialist.

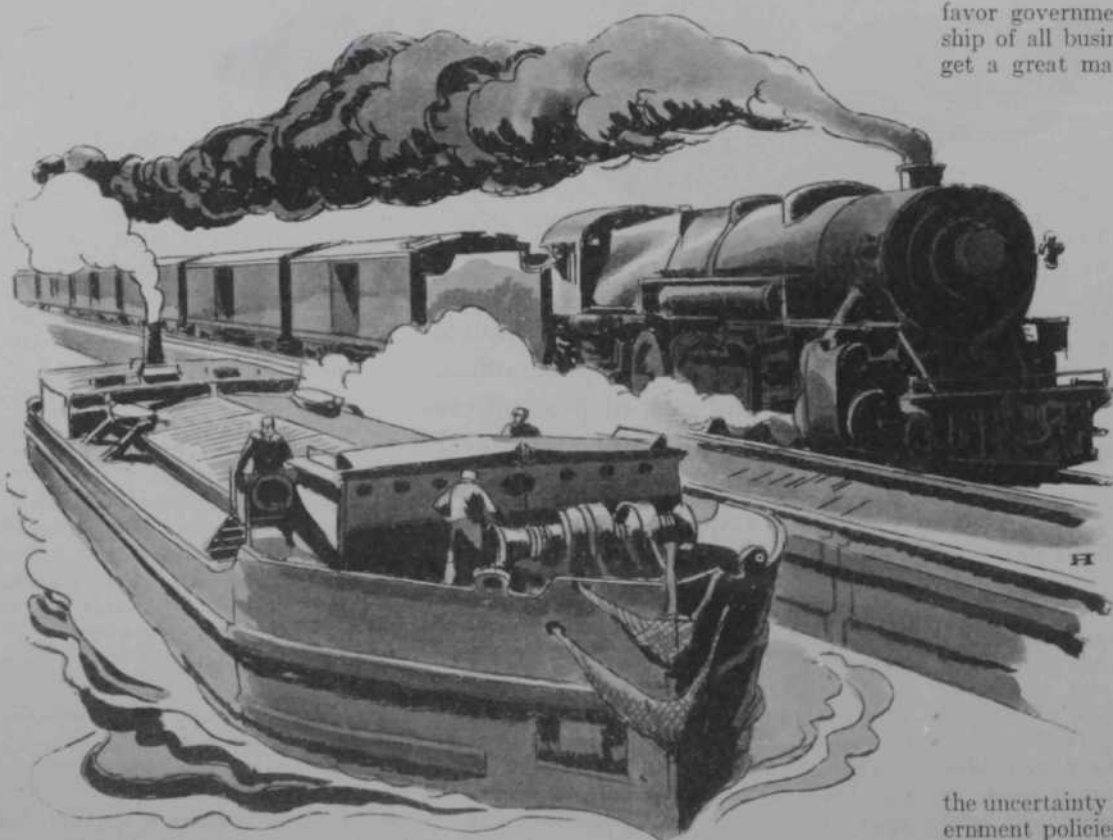
The theoretical socialist favors public ownership and management of all the means of production, distribution and exchange of wealth. He is not dangerous because he cannot get enough people to agree with him. He takes in too much territory. Nobody wants any of his own territory taken in.

Some Socialists Are Dangerous

A PRACTICAL socialist is a man who will favor almost any form of governmental action, however socialistic, which he believes will benefit him. Now the woods are full of practical socialists; and they are dangerous because there are so many of them, and because, unlike the theoretical socialists, they get something done. You cannot get many people to favor government regulation or ownership of all business, but you can always get a great many to favor almost any kind of government interference with almost any one kind of business. Hence while the general doctrine of socialism makes almost no progress in this country, practical socialism grows apace because so many business men constantly join in inciting the government to action inimical to this or that kind of business in which they do not happen to be engaged.

"One of the greatest difficulties of business with government," said Mr. Hoover in his speech of acceptance, "is the multitude of unnecessary contacts with government bureaus,

the uncertainty and inconsistency of government policies, and the duplication of government activities. . . . We have, for instance, fourteen different bureaus or agencies engaged in public works and construction located in nine different de-



Government ownership and operation of barge lines is just as socialistic as government ownership and operation of steamships on the ocean. And it involves the Government in direct competition with the railroads

partments of the government." While business men complain loudly about all the government activities that result in wasteful expenditures or interfere with business, it seems probable that not one of these activities would have been started without either the initiative or support of one or more groups of business interests.

Numerous illustrations could be given of how business men get the Government not only to interfere with business, but actually to engage in competition with its citizens, but owing to limitations of space only a few such illustrations can be given here.

The furnishing of insurance is a business, just as is the making of iron and steel, or the merchandising of calico. There are, however, 17 states which have gone into the business of providing workmen's compensation insurance through state funds. In seven of these—Nevada, North Dakota, Ohio, Oregon, Washington, West Virginia and Wyoming—the government has a monopoly of workmen's compensation insurance, that is, it forbids private companies from issuing it. In the other ten states the business is competitive, that is, the employer may buy his workmen's compensation insurance from the state or from a private company.

Did avowed socialists get these states to engage in the workmen's compensation insurance business? Apparently they had nothing to do with it. An authority upon the subject says the state funds in Washington and Oregon were created mainly through the influence of the lumber manufacturers. The same authority says that in Ohio the state monopoly of workmen's compensation insurance has had the constant support of the Ohio Association of Manufacturers and also of the coal mine operators.

How do Ohio manufacturers make this square with the platform of the National Association of Manufacturers, which declares against all unnecessary government interference or participation in business?

Are Coal Operators Socialists?

STATE workmen's compensation insurance was established in West Virginia in 1913. A high authority says it owes its creation principally to the coal mine operators. Now, can you beat that? Are the coal mine operators of West Virginia socialists? Not as regards their own business.

No doubt they would unanimously oppose government ownership of the coal mines, which has had many advocates, as "contrary to the genius of American institutions and to every sound principle of economics." But how about socialism in the insurance business? Well—they are not in the insurance business.

E. E. Watson, an actuary, after an investigation, reported about a year ago that the West Virginia workmen's compensation fund was "impaired" to the

extent of almost \$5,000,000, a condition said by insurance experts to be the result of the charging by the state of a rate much lower than has been shown by actuarial figures to be sound. The result is, in effect, that the public is paying part of the premiums for workmen's compensation insurance in West Virginia, and that taxes in the state are thereby made higher than they otherwise would be.

Fine examples of the inconsistency of many business men who profess to be opposed to "government in business"

BUSINESS men have not taken kindly to economic doctrines bearing the visible label of paternalism. But it is none the less true that in local groups they have sometimes promoted socialistic proposals that would ordinarily invite their opposition.

It is this paradoxical rift in their solidarity that Samuel O. Dunn considers here.

As a general policy business is aligned against government entry into the field of private enterprise. But as Mr. Dunn points out business men find it easy to make exceptions to this accepted policy. He cites some pertinent examples—*The Editor*

are afforded in the field of transportation. The railway came after the waterway and the highway, but for almost a hundred years has been our principal carrier of commerce.

Some say the ownership and operation of railroads is properly a government function. Whether it is or not, it is a function which our Government does not perform. Our business men are mainly responsible for this. They always have opposed government ownership of railroads. After two years of government management the railways were returned to private operation mainly because an overwhelming majority of business men demanded it.

As business men favor private management they might reasonably be expected to favor conditions conducive to its success; and the conditions essential to the successful private management of railroads are much the same as those essential to successful private management of any business.

One condition to which men engaged in any business object is government competition with them. Private business is likely to find itself at a great disadvantage in competing with government because private business usually has to live upon its own earnings, while

if a business conducted by the Government has inadequate earnings, it can compel the taxpayers to make up the deficit.

Where Government Hurts

AND yet not only has the Government, mainly owing to the influence of business men, imposed upon the railways a policy of regulation such as other business interests would not want applied to them, but it has also, mainly owing to the influence of business men, gone the extreme limit of engaging directly in competition with the railways.

"Inland Waterways Corporation" is merely a stage name for the Government of the United States. The barge service on the Mississippi river system is a plain case of government ownership and operation in competition with the railroads.

The operation by the Government of this barge line was begun eight years ago ostensibly as an experiment to determine whether such a service could be successfully conducted. Probably it would have been conceded at that time by all its advocates that eight years would be sufficient for the test. Recently, however, Congress, with the approval of business men, especially those of the Mississippi Valley, trebled the capitalization of the Government's corporation in order that it might correspond-

ingly enlarge its service.

Because the Government is furnishing and extending the service, municipalities along the Mississippi and its tributaries, influenced by local business men, are building water terminals at public expense. In order to help the Government's barge line compete successfully with the railways, Congress has given a branch of the Government, the Interstate Commerce Commission, broad power to fix the through rates and through routes the railways must make. In other words, the Government is not only competing with the railways, but is using its regulating power to dictate terms to them to make it certain the Government will compete successfully.

When business men who favor government ownership and operation of the barge line are told that it is socialistic and, therefore, contrary to their avowed principles, they all make the same answer. This is, that government ownership and operation is to be temporary, that if the Government makes a success of the barge line it will be turned over to private enterprise.

This raises some significant questions: When did private enterprise in this country begin to show such lack of initia-

(Continued on page 178)



A three-man sledge used to break the pigs from the "sow" at a Donetz blast furnace

How does the industrial worker in A Talk with of Soviet Russia

By WHITING

Illustrated with photographs

ANYBODY with a hankering for continuous excitement has only to spend, as I have lately, a number of weeks bucking the Russian and Italian brand of prohibition. To become, that is, a bootlegger of the most forbidden and dangerous commodity in both these countries—the frank opinion, not so much of the man on the street, as of the hard-working, narrow-margined, common laborer in mine and factory.

This does not require so many weeks or miles once you cross the borders. Italy's wage earners are obligingly concentrated in a few northern cities like Milan, Turin and Genoa. Russia's workers you can find in the factories of Leningrad, Moscow, Kharkov, Kiev, and, best of all, under the shadow of the coal tipples and blast furnaces of her great "Pittsburgh District" in the famous Donetz Basin thirty hours south of Moscow near the Black Sea.

Now that both Russian and Italian trains run well, the finding of these workers is the least of your troubles. The big job is to get them to deliver the real stuff in the shape of their genuine feelings—and yet keep yourself and them outside of jail. Even after you and your notebook are thousands of miles away from those who trusted you—after closing iron shutters and doubly locking doors—it is still entirely possible, unless you are careful with your report, that



The man with the safety-first fiber hat in the middle of the front row of this group of Russian miners is Whiting Williams. The men are waiting to go below ground to start their day's work of six hours



Girls and women are much employed at the mines in Russia but only above ground, sorting coal from slate and loading cars. The Soviet worker has many privileges, his working hours have been greatly reduced. But the only job giver there is the Government

some of these will pay for their courage with their freedom!

Personally, I saw no governmental spies or eavesdroppers in Italy or Russia, contrary to the tales recounted. Nor do I blame the local officer of Russia's federal police, the dreaded "G. P. U." who led me away to his office for inciting a near riot in a small coal town. The fault was rather that everybody's amazing interest in a live American brought suddenly together too big a crowd of people all bursting to inquire:

"How much does Ford pay? What does a union miner earn? How much does American bread cost? How is Mr. Edison?"

Nevertheless, the fear of spies shown in the face and voice of every one you question makes such "looking under the bed" decidedly nerve-racking work. Especially when, for instance, your informant suffers a sort of chills-and-fever combination of fear and courage:

"I'm going to trust you," announced finally a certain Ukrainian, as with a look of joy and relief, he cleared his throat and started:

"Yes, I'm going to tell you how terrible—"

But every time an appealing, frightened look would come in his eyes and he would trail lamely off into:

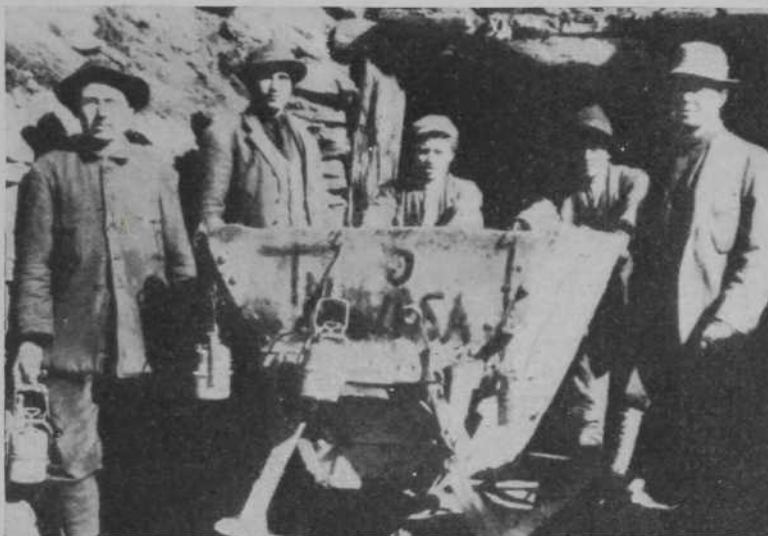
"But after all, sir—you'll pardon me, won't you?"

Russia and in Italy feel about it?

the Workers and Fascist Italy

WILLIAMS

taken by the author



These men work in an iron mine in the Val d'Aosta, high in the mountains of Northern Italy. This mine, worked for 1,000 years, has been completely modernized and equipped with new machinery in recent years

But really, I don't know you!" Maddening also was it to run on to such intelligent but fear-locked lips as those of the well-bred, poorly clothed young woman selling flowers on a Moscow street.

When asked how she came to answer my English with French, she told of learning it from her nurse before the Revolution. Instantly she caught the question in my eyes.

"Yes, M'sieu," she answered, "many who learned French that way are now either dead or driven out."

But when I asked her to start up a little conversational "speak-easy" and tell me what she thought of things, she only answered coldly:

"Politics, sir, have not the slightest interest for me!"

Her back was full upon me as she continued with her:

"Flowers, Comrades? Fresh from the garden! Cheap flowers, Comrades!"

Similarly, in Italy, the man you mistake for an American merely assures you pointedly, "I have nothing to say!" as he moves away, leaving you to wonder whether he will track you and tell the police your address. Even the waiter takes pains not to bend his head unduly as he whispers his answer to your query. And neither he nor anyone else fails to speak of the great Duce by the anti-spy, the "safety first," name of "Mr. Smith" or "Mr. Miller."



Soviet peasants building a new home. Everywhere in Russia women work at hard labor

It is equally hard on your nerves, when in some anteroom, a worker mentions the dire consequences sure to follow his discovery by an official—just as the door opens suddenly for a uniformed policeman. Luckily, this one in Russia passed rapidly into another office, but it was several minutes before a certain pulse got back to normal.

Equally disquieting, as well as maddening, was one of my Russian interpreters. He obligingly put my questions about wages or living costs to chauffeurs, laborers and others. But whenever the resultant discussion promised a bit of frankness, he insisted on leaving.

"My God!" he'd say, "Don't you know that if a spy saw me even listening to talk like that, he might have me behind the bars before supper?"

Even a bolder interpreter, of course, could not but hamper the seeker after worker viewpoints. For, like practically everybody under the Soviets, he is a government employe and hence an unsafe hearer of overfrank opinion. So the picture given by my Russian confidants came from days of going about alone, talking with the large number who had learned German while languishing in their enemy's war-prisons. ("I soon noticed," explained one worker, "that the better I spoke their language, the better I fed.")

After all, the sur-
(Continued on p. 150)



"Yes, we have many advantages. But what good is a vacation, if between times, you can't earn enough to eat? Since April we are back on the black bread of war time. We can't even get that without showing, after hours of waiting every day in cues, our bread cards"

A Plea for Inefficiency in

By HOMER FERGUSON

President, Newport News Shipbuilding and Dry Dock Company

As told to Herbert Corey

Illustrated by Tony Sarg

THE best public servant is the worst one."

That is Homer Ferguson's idea. Kind of frightening at first. It is a paradox, and paradoxes are kittle cattle. Worse than that. It runs counter to convention. All our lives we have been hearing the faithful servant praised. He is worthy of his hire. Ferguson would have it differently.

"The man is dangerous," says he. "A thoroughly first-rate man in public service is corrosive. He eats holes in our liberties. The better he is and the longer he stays the greater the danger. If he is an enthusiast—a bright-eyed madman who is frantic to make this the finest government in the world—the black plague is a housepet by comparison."

Homer Ferguson foresees the advent of a socialized democracy. Put that thought another way. One of these days, he thinks, we will have a chain government, just as we have chain stores today. Everything will be done for us because it can be done for us better than we can do it for ourselves. We won't have to bother to think at all about what goes on in Washington. Competent, farseeing, dominant men will be doing all that thinking for us. They might be annoyed if we tried to do any thinking on their premises.

A Multiple Dictatorship

FERGUSON anticipates a dictatorship. Not the Mussolini kind of dictatorship, necessarily. I may be misinterpreting him, but it seemed to me he thought Americans might kick off the covers if one man tried to pin them in. A dictatorship of bureau chiefs, rather. A swarm of he-mothers about our political bed, straightening the sheets, fluffing up the pillows. If we grow too restless, giving us warm kisses and reading bed-time stories.

Before we examine further into Ferguson's ideas let us take a look at the man himself. Who is he?

He is a successful shipbuilder at Hampton Roads. That is all that need be said about that phase of him. An unsuccessful man might speak with the tongue of an angel and we would not listen. Why should we? Yet it is not in Ferguson's bank account that we are interested. He has made good and therefore he is entitled to a hearing. He was

WHEN a man working for the Government is efficient, Congress, recognizing his ability, too readily appropriates money for him to spend. Thus the Government gets more and more in business—business which should be done by private enterprise. The taxpayer suffers

blighted idiot as to have resigned from the Navy if he had not believed that American shipbuilding had a future as well as a hectic past. A brick house would prove that he had the courage to play his hand. More than that. He would induce others to build brick houses because by so doing their faith in the industry that intermittently fed them would revive. They



once president of the Chamber of Commerce of the United States. He is bright-eyed, dynamic, giving off sparks in conversations like a scythe on a grindstone. When he resigned from the United States Navy to go to shipbuilding the industry was in a sad way.

"We will build a brick house," said he to Mrs. Ferguson. She was all for that. Like other navy wives she had lived her life in rented quarters. But the other shipbuilders called out the reserves to save Ferguson.

"If you do that, you're sunk," they said. "Don't you know that shipbuilding is the derndest poorest business in the United States? At any moment some corn-stuffed statesman may wake up with an idea that will ruin us completely. If you sink your money in a house—My Gosh, Man, don't you see it? You'll never be able to get away."

Ferguson said he was not such a

would believe in themselves and ships and in the United States.

"First thing we must do," he said, "is to sell shipbuilding to the shipbuilders."

He did it because his heart is in shipbuilding. This has nothing much to do with the story, but he has also built a pretty little village for his shipbuilders. In the midst of it is a quaint little inn fronting on a green, and in that inn there may be found, in blackberry season, pie that oozes from between crust that flakes.

Government



A swarm of he-mothers, about our political bed, straightening the sheets, fluffing up the pillows, reading bedtime stories

Attention is once again called to Homer Ferguson. When we held our disarmament conference at Washington and American statesmen were practically all bedfast with an acute attack of generosity, Ferguson told every one just what was happening.

Nation Doing Good Deeds

WE were the Boy Scout among nations, said he, doing our daily good deed while the old-timers sat on the porch in front of the grocery store and grinned. All any one had to do, he said, was to chuck us under the chin and we would throw another fit of benevolence. One day he showed some of us the lovely hull of a cruiser which was on the ways, and which must be taken out to sea and sunk as off-set for a set of British blueprints. Tears stood in his eyes. Enough of who he is.

Homer Ferguson has been sufficiently introduced and we will examine his the-

ory that superefficiency in government is a danger.

There is a story of a conversation between the Secretary of the Navy and an American engineer which fits into Mr. Ferguson's point of view. The engineer wanted something and the Secretary said:

"Did you know that you ought to be working for the Government right now? You cost the Government \$40,000 to educate at Annapolis and then you quit."

And the engineer answered:

"Shucks, I have been out of the Government service 15 years. Do you know what that means? It means the Government has saved at least \$15,000,000 on me, about \$1,000,000 a year."

Once upon a time we had no men in America who could draw plans for ships of war. If we needed a battleship we had to buy the plans in England. This was an ideal arrangement for the British shipbuilders and it did not hurt American shipbuilders any, for there were none. When Grover Cleveland became President he set about to correct this state of affairs. He sent young naval officers to Europe to learn how to build ships. A pretty howdydo. The American people, once a nation of sailors, hard-boiled gentry, traders and explorers, were no longer able to build their own ships.

The story need not be told in detail.

But Cleveland's young men learned how, and navy yards and eventually private shipbuilding yards were extended. Today, Ferguson says, the commercially owned shipyards are doing better work and cheaper than the Government is doing in its own yards.

But that matter will be taken up a little later.

The point to be made right here is that if there had been a superefficient man in charge of those first ships built in government-owned navy yards, we might never have had any privately owned yards. War shipbuilding would have been a government industry, just as mail-carrying is. Without the support given to the privately owned yards by the job of building an occasional battleship it is doubtful if they could have continued to exist.

Anyhow, Ferguson is a distant hang-over from the Cleveland era. Near enough to remember its humiliation. When he was a fully licensed naval constructor, through with Annapolis, crammed with knowledge and ambition, he was sent to a new navy yard. He began to make discoveries about the Government and politics. He served eleven years as naval constructor—one year more than the ten exacted by the Government from Annapolis graduates in return for their education. He then resigned to go into shipbuilding on his own.

His eleven years in politics—

Tune in another station for a moment. Every bureau chief in government service is in politics up to his eyeballs. Every one of them will deny this. Most of them believe their denials. They will say, and they will be telling the truth, that what animates them is the desire to get things done and done well. They do not work eight-hour days. They work all the hours they can keep awake. "An efficient chief cannot help growing." He does more things, wants more things, gets more things. His little bureau flourishes like a mastiff pup.

Here one might name names. Half

a dozen bureau chiefs in Washington come to mind. They are paid pitiful salaries as compared to those paid in private business. Nine out of ten of them have refused better pay on the outside a score of times. Now and then one feels he can do more for his chosen work if he leaves the government service. A laboratory, a university, a great research opportunity calls him. Sometimes he is moved by necessity.

Mostly these bureau chiefs stay on because their hearts are in their work, literally. They can only get the appropriations which are the breath of life to that work by dealing with Congress.

The man who deals with Congress is in politics. He may not know it, but he is.

Ferguson learned many things in his eleven years and later. Two must be recited here:

The first is that, contrary to a prevailing opinion, once a congressman is convinced of the importance of the work being done by a bureau, and is convinced that the chief of that bureau is not self-seeking and is able, the congressman is that chief's man. Not blindly, mind you. When a congressman spends the public's money he knows that he may be called to account for it.

The second thing Ferguson learned was that congressmen are alert to the value of government works in their own districts. A navy yard is better than rubies to the fortunate congressman who owns one. Yea, better than much fine gold. It provides steady, well paid work to thousands of men. That work hinges on the congressman. Alone he might not be able to persuade Congress to provide the funds. But add the sum of all the congressmen who have navy yards to all the congressmen who need levees to the congressmen who want post office buildings—

Pork for Politicians

THE technical title of the addition is the pork barrel. Maybe it is a pork barrel. Not many of us would refrain from fishing in the barrel with a long hook if we were in Congress. Nor has it ever been difficult for a congressman to persuade himself that the dismantling of a navy yard or the refusal of a bridge would be a fatal wound to the land's safety in the next war. He believes it, mind you. Listen to him and you will believe it, too.

Since the dinner pails of thousands of men in the navy yard are filled by the congressman, they vote for him with a touching fidelity. Any politician can tell you the importance of a block of solid, unshakable votes. Ferguson quotes figures of a state with which he is acquainted. Only a certain small percentage of

the qualified vote gets to the polls at all. The men who rule solid blocks of votes know each other. Scratch each other's backs. State employes, county employes, city employes vote in perfect understanding at certain times. Sometimes an election is carried by a narrow margin.

Every one is agreed that this navy yard needs additional facilities to do the work which may be required. Not only that, but we can do this work cheaper and better than we can buy it at this time. Therefore, it is reasonable to build and equip shops and dry docks and what not, and once built they must be kept going on any kind of work, naval or otherwise. The result is vastly greater facilities than are needed and which cannot be closed up for political reasons and which are par-



All anyone had to do was to chuck us under the chin and we would throw a fit of benevolence

tially used at enormous expense to the taxpayers.

In other words, in order to meet a temporary situation of lack of facilities or of high prices offered by private enterprise, the Government embarks on what proves to be in most cases a permanent scheme of government ownership and operation.

His contention is that the overfattening of government services, which is procured by superefficient bureau chiefs, is unwise for two reasons. What is done by the Government for the Government should be done when possible by private enterprise. The Government does not pay itself taxes and the Government lives by taxes. That isn't all of it. A privately owned shipyard, to continue to make use of this handy instance, may find in government contracts just the extra power needed to get it over the hill. Thanks to this ace in the hole a shipbuilder is able to keep his yard running and pay a lot of taxes for the privilege. Deprived of the Government's work he may fail.

I know this sounds like special pleading for the shipyards. It is not intended that way. Ferguson's argument

is equally applicable to every other activity of the Government which might as well be carried on by outsiders. So wise a man as Comptroller General McCarl would keep the Government completely out of competition with private enterprise, and he is considered a pretty tight operator of the Government's finances. He would not have the Government make a thing.

"Well, one thing," he qualified. "Perhaps the paper on which we print our bank notes. But—I do not know—maybe not even that."

Government Doesn't Keep Costs

FERGUSON says that work done by the Government for itself costs more than the same work done by outsiders, too.

"We get ten to thirty per cent more work to the man-day in our yards than the Government gets in its navy yards," he said. The Government does not count costs accurately. At least it does not count all the costs. The banks take a copious bite out of an individual's bank roll, for instance. He must provide in advance for the money he needs. The Treasury simply gives credit as needed. No interest charge there.

What is more important is that "no art progresses under a government." There is a tendency, Ferguson says, to accept pretty good work as all right. There comes a place in the service at which advancement pauses.

Some things must be done by the Government, of course, and should not be

done by private enterprise. He distinguishes between a proper activity and an overfatted one. The Panama Canal was dug by the Government. That was a job for the whole people and they took it as such and put it through. It is the business of the Government to maintain the canal and guard it.

"But the workshops in which crippled ships are made right again should be left to private enterprise. Ship-repairing is not a proper function of the Government."

So with the line of barges on the Mississippi. Steamboat men talked of running barge lines on the big river but none of them tried it in a big way. Then the Government made the experiment. It could afford to do so. The try-out was a proper thing for the Government to do. But now that the barges have proven a success they should be turned over to private enterprise. Yet he points out that—

"If a government enterprise is a success the bureau chief never wants to let go of it. It is hard to persuade Congress to relinquish control of a work that shows profit. If it does not show

(Continued on page 181)



COURTESY SUFFOLK, VIRGINIA, CHAMBER OF COMMERCE

Millions of dollars' worth of rayon is hidden in peanut shells

A New Era Opens in Industry

Cellulose chemistry will bring about drastic changes

By CHARLES H. HERTY

Of the Chemical Foundation, Inc.

WE have passed through the coal-tar period of chemistry and are now rapidly coming into the cellulose age. Particularly is this true in the United States, where on our farms and in our forests great tonnages of this important but complex chemical compound are produced.

Based upon some of the known chemical reactions of cellulose, great industries have already been successfully established—films for the movies, lacquers for automobile bodies and furniture, gun cotton for artillery and smokeless powder, plastics such as celluloid, and most recently rayon for textiles. Sugar and alcohol have already been made from cellulose, though the yields necessary for profitable production await the application of more intensive research.

The structure of the cellulose molecule has proved a difficult problem for the chemist, but light is now breaking, and when once it is clearly established we may confidently predict, as in the case of coal-tar



“IF COTTONSEED meal as a food comes to the rescue of cotton lint as a cellulose producer, what is the future of cotton? It is no idle suggestion to say that the whole agriculture and industry of the South may be changed. Cottonseed for food and lint for cellulose may overshadow cotton for any other purpose”

products, a host of new industries. Then will come a mighty conflict between the cotton fields and the forests of this country to supply the raw material for those industries.

And it may be that a third competitor will enter the field. The farm with its vast supplies of cornstalks, straw and like material now wasted, may strive to supply the world with cellulose as well as to feed it with beef and wheat.

Cellulose is all around us in every plant and tree, but we are only just beginning to know its uses. Let me take one single product, the much discussed rayon. In 1920 we produced about 9,000,000 pounds; this year we shall produce about 95,000,000 pounds, and the output for 1929, it is estimated, will jump to 140,000,000 pounds.

The raw material, the alpha-cellulose from which rayon is made, was valued at \$8,500,000 and the finished product at more than \$112,000,000. A striking enhancement in values through chemical processing.

What are the sources of the raw material, alpha-cellulose? At present it is coming from

two, the first being cotton linters, the little short lint ginned off the cotton seed after the staple cotton has been removed, and before the oil is pressed out of the seed. The second is wood pulp. Some 30,000 tons of wood pulp are used for rayon, and some 18,780 tons of cotton linters.

Unlimited Raw Material

THIS rapid increase in the use of alpha-cellulose from wood and cotton for rayon manufacture need cause no one to fear that our newspapers will suffer for lack of pulp for paper, for we have at present available 2,500,000 tons of cellulose from wood pulp a year and 250,000 tons from cotton linters. And beyond those are sources which we have hardly yet begun to touch.

There are for example, some 20,000,000 tons of cellulose possible from corn-stalks annually, and some 25,000 tons from peanut shells. I saw in a government laboratory recently a beautiful specimen of alpha-cellulose prepared from peanut shells there, at a cost of three and a half cents a pound. Remember that wood pulp and cotton linters are costing the rayon industry from eight to ten cents a pound. So that even though the peanut crop may be limited—and it may not be nearly as limited as we think—I suppose a city such as Norfolk would be much pleased if somebody would come along and say to its peanut dealers:

"There is more than \$4,000,000 worth of rayon in your peanut shells."

More and more research chemists are perfecting the production of alpha-cellulose, turning it out purer and purer in form, and that means better and better rayon. Now what is going to happen? Rayon is a fiber of infinite length. You keep feeding the raw material into the machine and forcing it through a hole, and the fiber keeps going on and on. It has a wonderful beauty and luster, a luster now subject to control and modification. Perhaps it is a little bit lacking in strength and resistance to water, but those are properties which chemists are working on today, with all possible intensity.

I heard twelve chemists in Canada last summer discuss all night the problem of making rayon more resistant to water. Now comes the announcement that a new form of rayon is being marketed which is stronger and more resistant to water than natural silk. The present output of it is

being completely used in the silk thread industry.

With capital and the spirit that pervades the rayon industry I think I am safe in saying that the research problems are going to be solved.

But as rayon production increases, cotton linters are likely less and less to meet the demand. Wood pulp is coming in more and more and wood pulp costs eight to ten cents a pound. Can the Southern farmer raise cotton for ten cents a pound? He can't in my opinion if he thinks in terms of lint cotton. But he has a fighting comeback. Here is the point:

In the seed of the cotton plant sufficient edible and nutritious protein, a food requirement of every human being, is

the whole agriculture and industry of the South may be changed, and that cotton seed for food, and cotton lint for cellulose may overshadow cotton for any other purpose.

But while we consider this future for the cotton field, what of the place of wood pulp in this age of cellulose which we are now entering. From what forests will the cellulose we need come? I think that perhaps no section of the United States will have a monopoly for there are factors favorable to each. In the North generally the spruce does not contain much resin, which is an immediate asset in the manufacture of cellulose, but look at the tremendous advantages the South has in the sunlight, for it is sunlight that makes wood. Here are the annual increases of

some woods to which we may look for our wood pulp and our cellulose:

Northeastern Woods—annual yield of wood per acre at 30 years of age—White Pine, 1.3 tons; Red Spruce, 0.4 tons.

Southeastern Woods—annual yield of wood per acre at 30 years of age—Slash Pine, 2.9 tons; Loblolly Pine, 2.5 tons; Short Leaf Pine, 2.0 tons; Long Leaf Pine, 1.7 tons.

The slash pine is the greatest wood producer and also the greatest turpentine producer, so we have a very pretty economic advantage there, save for one thing: Can we devise a cheap and

economic method for getting the resin out of the wood?

There is no question that if we can devise that method we can find markets for the turpentine and rosin recovered, for these are staple articles of commerce.

Source of Cheap Acids

ROSIN is the source of the cheapest organic acids at our disposal today. In 1926-27 the production of rosin was about \$50,000,000 pounds valued at \$38,000,000. Ninety-three per cent of that was organic acids, and those organic acids were sold at 4.7 cents a pound, far and away the lowest price of any of the organic acids. For comparison, note this list of prices of other organic acids:

Acetic Acid	\$0.11	Lactic	\$0.34
Acetyl Salicylic	.85	Oxalic	.11
Benzoic	.57	Salicylic	.27
Carbolic	.17	Stearic	.11
Citric	.46	Tannic	.30
Formic	.11	Tartaric	.38
Gallic	.74		

So for the South there remains the question of increasing through chemical



Rayon for textiles is one of the most recent successful industries to be established upon the known reactions of cellulose

grown annually to feed 53,000,000 people, and not a pound of it is being used for that purpose. We are feeding it to a small extent to cattle and hogs and putting it back into the ground as fertilizer. Yet people have eaten it. It has been served at ladies' teas in sandwiches and they have been delighted with it.

That crude material has a toxic substance mixed with it, called gossypol, and right now in Washington you will find that the Interstate Cotton Seed Crushers Association is conducting research work on gossypol. When we find out how to purify this cotton seed protein and get rid of the gossypol and waxes and resins, you are going to have there a protein product at a cost of five cents or so a pound whose protein value measured in mutton chops would be \$3.70, in sirloin stake \$3.04, in milk \$2.65, in wheat flour \$3.39 and in corn meal, about our cheapest commonly eaten protein, \$2.25.

If cottonseed meal as a food comes to the rescue of lint cotton as a cellulose producer, what is then the future of cotton? It is no idle suggestion to say that

research the tremendous value to be derived from the acids of rosin. If we have the cotton fields furnishing us with foods and cellulose, we may also have the southern forests supplying us with derivatives of organic acids and cellulose.

But as we go further into the age of cellulose we are going to find ourselves forced to deal with one other substance of which we have vast supplies and concerning whose uses and properties we are even more ignorant. That substance is lignin, produced in all vegetable matter in connection with cellulose, in rough analogy like mortar between the bricks of a wall. Here is an estimate of the annual production of lignin in the United States:

Farm Production—From corn stalks, 20,000,000 tons; from corn cobs, 5,000,000 tons; from cereal straws, 12,000,000 tons; other sources, 1,200,000 tons; total, 39,732,400 tons, 61 per cent. **Forest Production**, 25,300,000 tons, 39 per cent.

Studying Fundamentals

WHEN once we know something about what lignin is, think of the possibilities there! Research work on that particular substance is going on, in Washington, in the Department of Agriculture. Fortunately there is a new feeling there in our government laboratories, that research work must not be scratching on the top of things all the time in order to get appropriations from Congress, but must go down deep and study things fundamentally.

So far what I have written has been dealing with the future but everything that I have here suggested as likely to happen has an analogy in the past in something that has already happened. The history of industry is full of the changes wrought by chemistry, of seemingly worthless by-products that have become major products. If you are inclined to think that the world will still go on thinking of cotton in terms of shirts and wood in terms of boards, here are two or three records of what has happened.

Take the gasoline industry as an example. Were it not for the work of the chemists the output of cars from every automobile factory in the United States would have to be curtailed by two-fifths. Here is the

gasoline production in the United States for 1927:

Natural gas gasoline, 38,667,000 bbls., 11.7 per cent; cracked gasoline, 101,224,000 bbls., 30.6 per cent; straight run gasoline, 190,776,000 bbls., 57.7 per cent; total, 330,667,000 bbls., 100 per cent.



Carbon black, from the incomplete combustion of natural gas, puts more mileage in tires

The first two items are directly the result of chemical research. Cracked gasoline comes from the practically worthless residues of a few years ago, whereas the natural gas gasoline was used simply for heating in homes or in plants.

As part of this natural gas question, do you know that only a few years ago there was a product, glycol, which was a rarity even in our chemical laboratories. We lectured about glycol, and showed a small specimen of it as a curiosity. Today you find that very product made from natural gas, going through the country in tank-

car lots. It is a product which resembles glycerin in many of its properties.

Today we also find natural gas being used to make carbon black. The great mileage you get out of your automobile tires is the result of the incorporation of carbon black made from the incomplete combustion of natural gas. Scientists don't know why yet, but the abrasive resistance of the tire has been increased so whereas formerly 10,000 miles was reasonably good mileage, now you get 20,000

miles from a tire containing this by-product of natural gas.

In connection with tires and rubber, see what chemistry has done in the form of accelerators for hastening the vulcanization process in the fabrication of rubber. The Tariff Commission in 1925 estimated that the introduction of accelerators into the rubber industry had saved it a capital investment of something like \$80,000,000.

I want to show you in this connection a typical case, which illustrates what has happened in so many others.

In 1919, when I was editor of the *Journal of Industrial and Engineering Chemistry*, I published a report of some research on diphenyl guanidine. I didn't take out a patent, because I thought the material was too expensive for commercial use as an accelerator.

Let us see what has happened since that time. Here you have a table which shows the amount of production now available. The production has gone up to one and a half million pounds in a five-year period, and during that period see what has happened to the price.

Year	Pounds Produced	Selling Price
1921	A Laboratory Curiosity	
1922	Three Manufacturers	\$2.30 plus
1923	867,019	\$1.09
1924	1,034,099	1.04
1925	1,204,780	.94
1926	1,530,863	.78
1927	1,552,000	.60

That is the story of so many lines of chemical products. Experimental work one day, industrial needs met the next, not merely by large scale production but by improved processes through laboratory research, and constantly decreasing costs.

But chemistry has not worked with an eye only on the factory. It has already done tremendous things for the farm and the forests, though these things will seem tiny perhaps when our age of cellulose is more nearly realized.

Of course, we are going ahead with the question of fertilizers, and now preparations are already under way which make certain that from the nitrogen in the atmosphere this country will have supplies of synthetic ammonia, and ammonium salts, sufficient to meet all the agricultural requirements of this nation for this type of fertilizer.

Phosphate rock already is being decomposed by electric current in Alabama and made up into soluble forms of various phosphorus compounds which lead the way to concentrated fertilizers. Waste sludge from sewage is today being manufactured into fertilizer, at a cost which

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Great alcohol production is responsible for the present revolution in the varnish industry



VI. Unrecorded Moments in the History of Business

WITH THIS picture Charles Dunn's series of historic moments in American business draws nearer to modern times. There are men still living who did business without even a map, much less a pin to stick into one. It can be imagined then the furor that shook industry when Orestes J. Quiddle, Sales Manager of the Universal Tractor and Mousetrap Company, demonstrated to his directors how a sales quota could be shown with pins. This was March 13, 1919, a date which school children should remember. It is not hard to read what is in the mind of the portly director with his back toward you. He is thinking of a little flyer in Amalgamated Pin.

Hiram S. Brown,
President of the
United States
Leather Company



BLANK & STOLLER, N. Y.

Theories! Yes, and They Worked

By HIRAM S. BROWN

In an Interview by Edwin C. Hill

HIRAM S. BROWN was asked by the United States Leather Company to find out what was the matter with the leather industry that it wasn't earning any money. He studied the situation, presented his report. He was invited to head the company and to put his theories to work. He tells here just what he did and why

NOW and again we hear of a man, who after enjoying years of good health, has fallen so ill that the mourners have gathered around. Specialists, who have devoted their professional lives to combating the disease which the sick man has, or seems to have, submit the poor fellow to every test inspired by their experience and skill.

Then a friend of the family makes a suggestion, why don't they call in Dr. Brown? And who is Dr. Brown, the harassed family demands. It seems that he is nobody in particular, that is nobody with a great reputation for treating eminent men, or for treating the particular disease from which the patient is assumed to be suffering. But it appears that he has a great reputation for common sense and thoroughness, a fellow with a curious knack of getting to the bottom of things.

"Very well," says the family, "send for Dr. Brown." And presently Dr.

Brown arrives. He's rather old-fashioned in his methods and bearing, but he doesn't waste a word that can draw out the precise information he is after.

Finds Cause of Trouble

SINCE the patient still has life in him Dr. Brown is interested in finding out the cause of the illness. He sees the result before him. He keeps working on the main point: What could have caused this complete breakdown?

Next thing we hear, the patient is beginning to take a little nourishment, to sit up, to walk a few steps across the room. Presently he is out of the house for a motor ride. And after awhile he is smacking them off the tee for a clean 200 yards, and is the picture of health and confident prosperity.

Now just what happened? It was merely that for a good many years, supported all the time by an extraordinarily good constitution, the patient had been drinking a little too much, eating a little

too much, getting too little sleep, taking too little exercise, quarreling too much with his neighbors and generally debilitating a sound body. What Dr. Brown did was to get just a little strength into the man, then get him upon his feet, then rigidly restrict his diet, then get him to exercising more and more, and in general sending his natural functions back to work.

It happens that the patient is a very real identity and Dr. Brown a very real person. The patient, when he was a patient, was the Central Leather Company, and the doctor was Hiram S. Brown, president now of that very concern under its new name of the United States Leather Company.

The story of the affliction of the Central Leather Company, of the desperate illness that fell over it and of how Hiram S. Brown was called in to suggest a remedy and set it upon its feet belongs to the category of the fascinating stories of the business world.

How are these things actually done? By what magic do men who have no knowledge whatever of the details of a particular business walk in, take off their hats, look around a little while and then definitely and decisively put their forefinger squarely upon the bad spots?

There are men in New York and elsewhere who are devoted to the rather new

profession of business reorganizing. One seldom hears much about them, but they do a tremendous lot of work and accomplish extraordinary results. The House of Morgan has a partner, for example, who does little else save diagnose business troubles and mix specifics for them.

By what magic is this sort of thing accomplished? It is, obviously, as in Mr. Brown's case, not always due to some peculiar and intimate knowledge of the affairs of the business which needs treatment. It seems to be not altogether a matter of financial acumen. It is not a thing of superbookkeeping or cost accounting.

It does appear to be a mixture of clear-headedness (the ability to see straight without permitting the mind to be diverted or distracted by nonessential matters), of common sense (the ability to keep one's feet on the ground and deal with facts as they are, not as they ought to be), of financial genius (which appears to be a sure knowledge of how waste is to be avoided, of how markets must be found to accommodate production and of utilizing every cent's worth of the producing power of a dollar) and of human nature.

And the last mentioned quality may be possibly the most effective and valuable in the whole equipment of the consultant.

Perhaps Hiram S. Brown's own story, told rather reluctantly, because he is of the type of men that are doers rather than talkers, the type that flinches from anything which savors even a trifle of self-advertisement, may answer the question as to how a sick business can be restored to blooming health.

Sitting across the desk from him in the president's office of the United States Leather Company at 2 Park Avenue, I asked him about his origin and early life, and about what he had done before taking control of the great leather corporation. It was interesting to measure the mental and physical qualities of the man.

Fond of Outdoors

HE IS OF medium height, which means 5 feet, 8 inches; and of medium weight, which means 165 pounds. Outdoor life, of which he is fond, golf being his principal recreation, has browned his skin and given a glow of health to it. His head is large and the forehead, from which light brown hair is retreating slightly, is big and bulging just above the eyebrows—the forehead of a thinker and of a mathematician.

His eyes are rather close together, which gives them an added keenness but they would be keen if they had been set wide apart. They are not eyes that dart here and there. When Brown talks to you his eyes look right through you. They are like Herbert Hoover's eyes in that respect.

His nose is small, slim and sharp, not unlike Coolidge's. The mouth under it is rather wide but very strong, with a jutting underlip and a jutting underjaw which gives a kind of bulldog expression to his whole physiognomy. You can read-

ily imagine that Brown is very slow to let go of anything he once takes a good grip upon. He dresses neatly and in quiet taste. He talks with a bit of Southern drawl, which is natural because he comes from Maryland, of a Quaker family which settled on the Eastern Shore nearly three hundred years ago.

Raised on a Farm

"I WAS born on a farm," said Hiram Brown. "Father had a farm near Chestertown, on the Eastern Shore, a place which is still in possession of the family and has been ever since Lord Baltimore's day. The old house of that time is still standing. The bricks in it were brought over from England as ballast for a sailing ship. When I was six, father moved to Chestertown and became postmaster. A few years later he lost his

money and I had to get out and hustle at the age of eleven.

"I went to work in a basket factory in summer. Then I went to Washington College in Chestertown, the college that gave George Washington his LL.D. Washington contributed 'fifty guineas' to the erection of the first building. I'm a trustee now and also chairman and very proud of the honor. I was graduated in 1900 when I was not yet eighteen.

"New York drew me. Everybody reads stories of the opportunities of New York. I was like many others. I went to work as an office boy in the office of *The New York Herald*, on the Sunday side of the paper. Edward Marshall was the editor at that time. Then I worked in the art department and as secretary for various editors.

"Later I moved to Washington about

Business Men You Have Read About



MOVIE MAN

Warner Brothers stock jumped 94 points during the past summer. This is one of the three brothers, Albert. They have recently won control of more than 3,000 fine movie houses, largely in the East. Umpty million dollars involved



FOR WATER

Theodore Gary of Kansas City, Mo., spends his first vacation in 74 years in London. A noted financier and telephone corporation executive, he is a firm believer that men should drink more water if they would be successful



MIDNIGHT OIL

After making himself successful and wealthy, John D. Clark, president, Midwest Refining and Standard Oil director decided to go back to school. Forty-four years young, he has enrolled at Johns Hopkins for legal research studies



"SELLS" SOUTH

Selling the South to itself and to the world is the program for The South, Inc., of which P. E. O'Dell, rail executive, is chairman. It is planned to spend \$5,000,000 in the next decade in a great promotion campaign



VISITS US

Sir Alfred Mond, British capitalist, who is expected to attend the Second International Coal Conference at Carnegie Institute, Pittsburgh, this month. He's for rationalization in industry as against nationalization



A. B. A. HEAD

Meeting in Philadelphia the nation's financial leaders name Craig B. Hazelwood, vice-president, Union Trust, Chicago, to head American Bankers Association. He succeeds Thomas R. Preston, of Chattanooga, Tennessee

the time that the late Frank A. Munsey bought *The Times* of that city, and became a newspaper reporter. That led to a job with Captain W. G. Raoul, who was then president of the National Railways of Mexico. That was in the days of Porfirio Diaz. I met the old gentleman because it was my job to spend part of the year in Mexico City and part in New York. I learned something about railroading and business methods, and then I got into public utilities work, first with Hodenpyl, Walbridge and Co., and later forming a partnership with H. D. Walbridge and handling utilities work of various kinds. Out of it grew the Commonwealth Power, Railway and Light Company and Penn Public Service Company.

"The war came on and I went to the citizens' training camp at Plattsburg in 1916. In 1917, I entered the Army with

a captaincy and was promoted to a lieutenant-colonelcy. They made me chief of the finance division of the Air Service. After the war I assisted the Liquidation Committee in the settlement of our aircraft contracts with France, and in the general cleaning up job of that period.

Investigates Leather

"THEN I was out of a job until I went to Sanderson & Porter, the utilities and industrial engineers. Time slipped along and I was tremendously absorbed in that work. One day I heard about the particular difficulties of the big Central Leather Company, one of the first big 'trusts' formed in this country, in 1893. The whole business was in a sinking condition, and nobody seemed to know just where to place the responsibility or just what to do about it.

"The industry had gone sour. The concerns in the industry had lost confidence in each other. The bankers who had under consideration the refunding of the Central Leather Company's large outstanding bond issue were asking themselves whether the company had a right to live. Things couldn't have been much worse.

"Then they came to Sanderson & Porter and asked them to examine the affairs of the Central Leather Company, and to look into the whole leather industry for that matter, and see if they could figure out what was wrong and what could be done about it. Sanderson & Porter put me on the staff assigned to this job.

"I didn't know any more about leather affairs than I knew about Greek. Such things as vats, leeches, fleshing machines and that sort of thing were all a mystery. But I did know something about figures, proper accounting, efficiency of employees, the value of operating units, good merchandising and, I think, human nature. So I was quite ready to tackle the job.

"Matters were bad enough. There were over \$22,000,000 of bonds out. Inventories were tremendous. There had been a disheartening string of deficits and losses which nobody seemingly had been able to check.

Made President of Company

"WELL, we went to work making a study of everything and we found after awhile that bad as conditions were the concern was well fixed for liquid assets. In addition to some 50 plants it owned two railroads, a lumber business and a glue company. We worked and studied and planned and finally made a long report to the directors, a report which filled volumes. The mere digest here covers a volume in itself. They read and digested the report and then because I had taken one of the leading parts in the investigation, they asked me to take charge of the business—to run it, as boss, in full control.

"The job rather startled me at first, but after a while I felt that I could win out. There was a sound body to the corporation sick as it looked. It had been overfeeding and overindulging generally. What it needed was the simple life and a sane regimen, and to quit quarreling with its neighbors.

"Now here is the way the job of putting the Central Leather Company and consequently the leather industry back upon its feet was handled:

"Committee control of the company was abolished because it was evident that one-man control is always best if that one man has the vision and perspective of the merchant.

"The office of chairman of the board was abolished (or allowed to lapse) because the company did not require two general executives. One boss was needed and only one.

A real executive committee of the board of directors was created so that the presi-

In the Passing News of the Month



HUMANITARIAN

Jeremiah Smith, Boston banker-lawyer-economist who gave back to Hungary his \$100,000 fee for advice on her financing, asking goodwill only. Recently he was named chairman of the Board of the A. T. and T. Company



EXPERT

The only woman trade commissioner is Miss A. Viola Smith, who is an authority on Chinese commerce. Uncle Sam relies on her accuracy. She is at present in Washington for conference, but will return to Shanghai shortly



BUYS MINES

W. A. Harriman, financier and ship-owner of New York, who bought recently the most important iron mines in Poland and Upper Silesia. The price, 200,000,000 marks. Translated, that must be a lot of money



VENDOR

Few men can call their work entirely modern. Here is A. J. Sack, who can. He devises one-man mechanical department stores. He is head of the Consolidated Automatic Merchandising Corporation, of New York



ELEVATED

Having tackled successfully some of Chicago's knottiest shipping and transportation problems, James P. Haynes moves up a notch or two, to be executive vice-president of the Association of Commerce there



NO WORRY

When hand-to-mouth buying appeared, distributors were worried. Wholesalers were most fearful. S. M. Bond, of Cleveland, president of the Wholesale Dry Goods Institute, now says it's a blessing, proving their necessity



The United States Chamber
of Commerce, Washington

An etching by Anton Schutz

THE United States Chamber of Commerce building viewed across a corner of Lafayette Park.

The monument in the foreground is a memorial to Baron von Steuben of Prussia from the people of the United States.

The new Hay-Adams House on the right replaces the old residence which formerly occupied the corner of Sixteenth and H Streets



State Taxes Can Be Cut

By L. G. HARDMAN

Governor of Georgia

Decorations by Charles Dunn

GOVERNOR HARDMAN is a man of experience. He is a statesman, a surgeon, a business man. He is president of the Northeastern Banking Company, president of the Hardman Drug Company, of the Hardman Hardware Company, and the Commerce Telephone Company; owner of a large dairy farm, a cotton plantation and wide acres of forest lands

AS GOVERNOR of Georgia, I determined to see what would come of applying business rules that make a business enterprise successful to those departments of state government under my control that are business in their nature. It has been an interesting experiment.

Georgia, Empire state of the old South, with the greatest area of any state east of the Mississippi River, and a wide diversity of agricultural, manufacturing and distributing interests, is not a densely populated state. It is just about an average, typical commonwealth in this great union. But nearly \$30,000,000 passes through her treasury each year.

A system of education has been built up and is being maintained that would have astounded the legislators of half a century ago.

A road building program involving the expenditure of millions has grown from the feeble beginnings of about a score of years ago. The work of directing the eleemosynary institutions, the corrective schools, the prisons; the big task of pub-

lic health and welfare work, all present a governor in this year of 1928 with plenty of chances for business administration.

How is a state government paid for? "As sure as death and taxes," is the everyday phrase, implying that taxes are as inevitable as death. They are, so long as man lives with man in orderly society.

The governor's job in the matter of taxes is manifold: Who are to be taxed? How much? What for? Is that enough to bring in the revenue needed? Is it a reasonable, just, equitable levy on the wealth or the wealth-creating power it is drawn from? The governor cannot write the laws, but every phase of his business of administration is definitely tied up with taxation.

It is as necessary for him to grapple with the ins and outs of taxes as it is for any business executive to keep at hand information as to how much money passes into, through and

from the business, and why it does so.

Glancing over the items in the treasurer's report for 1927, I note these that loom as the largest sources of revenue in this state, given in round figures: Fuel oil tax \$7,900,000, general tax \$5,100,000, motor vehicle fees \$3,750,000, cigar and cigarette stamp tax \$836,000, tax from insurance companies \$805,000, railroad tax \$749,000, occupation tax \$350,000, poll tax \$306,000.

And here is a long list of medium-sized and little fellows. Here are receipts from adding-machine companies, barber shops, carpet cleaners, detective agencies, electric shows, and so on down the alphabet, through oyster packers and undertakers. All these swell the total of monies from the people of Georgia to \$25,600,000 for the year.

The first item in the list is from the four-cent tax on gasoline, and added to the fees from motor vehicles and the oil tax gives a figure of about \$12,000,000—

a total expressive of what the automobile has done in a score of years. The second figure in the list, that of the general tax, is the revenue that John Average Citizen, who lives in Atlanta or Macon or Gainesville, in the mountains or down on the edge of the Okefenokee Swamp, must pay according to his property.

Now in any business the income is glad tidings of great joy to the officers and stock-



holders. The bigger the revenue the better. But a sort of inverted situation presents itself in government, and receipts are really outgo from the pockets of J. A. Citizen. He looks upon that outgo as necessary and indeed desirable, but nevertheless a crying nuisance. He wants the maximum benefits of living in a protected and enlightened community with the least possible expense. He grumbles when he feels he is not getting his money's worth for the taxes he pays, and rightly so.

The first great task of this business of state government is to adjust taxes so that each citizen will have a square deal. The job is to treat the showmen, sleeping-car companies, soda fountains and street railroads in an equitable manner and at the same time to get the money the state must have.

There is no doubt that taxes are beginning to pinch. This is true in my state and I dare say in each state. Taxes are too high. Why?

What would a governor of the early years of this century find should he step back into office after the lapse of this, its first, quarter? The matter might well be illustrated by the growth in road building. In 1906 I introduced a bill in the legislature of Georgia to appropriate \$3,000 for a state highway department. That was considered an extravagant figure, and there was a fight on my bill. But it passed. Compare that with the \$12,000,000 spent last year.

Obviously the more a state does the more funds it needs to do it with. If the governor applies the same rules here that he would in his private business he will do two things: Hold the activities of the state government down to the level of what is really needed to maintain the education, protection, welfare and opportunities for progress of the citizens; and conduct the affairs of government so efficiently that there will be a minimum of waste and a maximum of utility of all the resources. There is no doubt that an application of these principles would reduce taxes in most states.

A Maze of Departments

HOW can a state government be efficiently administered when its affairs are spread out into a maze of loosely connected or disconnected bureaus and departments? As each of the great items of administration grew a number of pigeon holes of authority and power grew with it.

The road department had to be tacked on somewhere. In some states a citizen pays for his auto license tag to the secretary of state, and in others to the comptroller, in others to the treasurer, and so on. As corporations have grown various departments of the government have been saddled with their supervision. Welfare work has found a berth in this, that, or the other executive wing. In Georgia, we have eighty-four bureaus to take care of administrative work that for the most part was not dreamed of a comparatively short time ago.

In business an executive would meet

such constant change with constant adaptation to new conditions. A state government is a more cumbersome vehicle. Sometimes its worn-out by-laws stay on the books a long time.

The solution of the problem is being found in many states by the complete reorganization of the departments, and this is the plan we are proposing for Georgia. It is a business matter, and if a governor can throw politics out of the window while he utilizes the cooperation of the legislators who are in the game for the public good the task can be accomplished.

Studied Latest Methods

I VISITED most of the southern states and several of those in the North between my election and inauguration. I found that Governor Byrd of Virginia had gone far in setting up efficient management in government by consolidation of the hundred or more departments into about one-tenth that number, with a saving of about a million dollars a year.

The Seaboard Air Line Railway, to draw on a public carrier for example, made a big saving in costs and corresponding increase in dividends by the reorganization of a number of its departments. Under the system prevailing in most states the governor could not possibly give the needed time to determine whether or not the various bureaus were paying for themselves in service. The easiest way is to let the matter slide and let the taxpayer pay. But I can in a moment's time look at the reports from my dairy, my plantation, my mill or any other business with which I am connected and tell whether or not they have been profitable for any given period. Greater flexibility in adjustment of the executive departments of the government must be allowed if the citizen is to get his money's worth.

What is the purpose of government? To protect the citizens; to educate them that the whole group may be a better group; to provide for the welfare of the unfortunate; to allow every man justice and an equal chance to progress in his business.

And what do some persons think the government is for? To meddle in this and that. To adopt this project and that scheme. To set up another department to take over another activity, one that lies outside the scope of government.

Every activity of the government, whether legitimate and obligatory or not, must claim its share of revenue for support. It must be paid for. There is not a state that could not reduce taxes if its activities were pared down to the fundamentals for which government exists.

I admit that the line is difficult to draw at times. Particularly is this true in the matter of welfare work, which lies close to my heart, and for which I have spent a great deal of time. But the line may be seen clearly in almost every instance when this principle is applied: Does this project in its very nature concern the protection, training, welfare and justice of the entire citizenship, and therefore

present a direct obligation on the constituted authority entrusted with these things; or is it a private business or activity that seeks nourishment at the public trough?

The political aspect of this problem gives it added difficulty. New activities of the state government mean new jobs to be filled. New job holders mean increased political power, and so on along the vicious circle.

If the tendency were allowed its course the government would find itself conducting, fostering or aiding unnumbered businesses and enterprises that are private and not public in their nature.

Turning now to the important activities that claim a big share of attention in this business of being governor, we find education occupying perhaps the place of greatest importance. About one-third of the total revenue finds its way into the training of youth.

More than \$8,000,000 goes annually into the common school fund of Georgia. The University and the other units of the system of higher education get their share of revenue.

Good Roads Bring Education

THE automobile and its demand for roads have forced upon the governor's job the administration, through an appointive board, of a tremendous business. The tax on the automobile itself and on the gas and oil it consumes brings in the bulk of the money which goes right out to make pleasant the highway on which that auto runs.

Road building is an expensive business. It demands a highly trained staff of executives. It gives employment to workers.

And what has resulted? The answer is obvious. The backwoods have gone. Education has found easier access to the hidden communities.

As a physician I consider the job of public health and public welfare of tremendous importance. Again we find an illustration of how the business of being governor has grown. In 1904, when I asked my fellow legislators to help establish a State Board of Health I met with failure. The next session saw the project go through with \$7,500 to spend on the gigantic task of overcoming disease in Georgia. We are now spending more than \$500,000 a year for public health.

Protection of the lives and property of the citizens is the constant duty of the state, and the demands of this business of state government are many and varied. The prison system calls for continued executive direction.

More and more the executive department of state government is being called upon for the highest type of business administrator. He should be firmly grounded in the knowledge of the purpose for which government exists. He should be ready and willing to fight for this principle: That government and private enterprise each has its own sphere—and that private enterprise can stand on its own feet and accomplish its purpose in society.



Once a boy had a taste of war-time wages and hours he registered a vow that never, never again would he try to grub a living from a stubborn Pharsalia hillside

In a Land that Used to Be

Pharsalia, New York, a picture of a past and passing era in American farming

By JARED VAN WAGENEN, Jr.

Illustrations by Earl Horter

DECLINING rural population and farm abandonment are familiar phenomena in this country. Indeed it is not too much to say that it is an experience familiar to all rural neighborhoods when once the pioneer period is passed. Even states as prosperous and comparatively speaking as recently settled as Illinois and Iowa have communities which present every symptom characteristic of the trouble in the older regions.

Of course the best country for studying this disease, if such it be, is the old, long-settled Northeast, more specifically, New England, New York and Pennsylvania. Here surrounded on every side by industrial life the farmer has found his greatest opportunities and temptations for migration.

New England is of course the classic ground, or better perhaps, the "horrible

example" of rural depopulation. In much of New England, life on the land has always been close to a struggle for existence and then because here was the cradle of industrial life in America, the call away from the farm has been particularly insistent.

In 1791 one Samuel Slater of Rhode Island set up the first cotton factory in America and it is more than a coincidence that there are a number of New England townships where the census of 1790 counted more inhabitants than were ever found again.

New York Farms Decline

IN NEW York state it is possible to make some broad generalizations relative to rural population changes and farm development. A survey of our census returns going back to the first census in 1790 will show that nearly all rural townships in

New York reached their maximum population in 1860 and then began a consistent and orderly decline which has never been checked and which, since the World War, has in most cases proceeded at an accelerated rate.

Apparently the shrinkage of population for the first twenty years (1860-1880) was due not to farm abandonment but to a declining birth rate, the passing of the rural handicrafts and the decay of the little cross-roads hamlets. The number of farms continued to increase until 1880 and the number of improved farm acres did not reach their maximum until 1900. Since then, there has been a persistent and rapid decline, not only in total population but also in the number of farms and in farm acres.

In general, with of course some local exceptions, this is the social and economic picture of all rural New York. In some

of New England the movement began earlier and has gone much further. It is said that New York has the oldest and most comprehensive census records of any commonwealth in the world, but this means that they are complete and comprehensive only by comparison.

In 1790 we counted our people and very little else. In 1821 we first counted the farm animals of the state as we did again in 1825, 1830 and 1840. In 1845 for the first time we counted our total farm acres, also our improved acres and we also enumerated our most important industries.

Beginning of Farm History

THAT census of 1845 for the first time brought together a great deal of detailed information regarding both the social and economic life of the state. It reveals with considerable detail how our farm people were living and what they were doing, what crops they were growing and what was the yield per acre, what was their birth rate and their death rate and marriage rate and how many of the children were in school.

I have a vast regard for the bulky volume which contains those records. It is now a rare book which will constantly grow in interest and value as that epoch recedes from us. Behind it are the Dark Ages.

In the light of the known economic facts of the century and a quarter behind us, I would like to write specifically concerning a single township and I have chosen Pharsalia in Chenango County, not that it is the most hopeless township of our state but because it is a typical hill-country town that had once what may be called a dense rural population and a worthy agricultural civilization, and that now seems about to return to the forest from which it was hewn.

Chenango is a south-central county of New York. If my reader does not know his New York state geography intimately, perhaps it will locate Chenango County and Pharsalia best if I say that one escaping from a fast New York Central flyer half way between Utica and Syracuse and journeying due south for sixty miles will find himself in Pharsalia.

Chenango County is predominantly rural, its largest town and county seat being the beautiful little city of Norwich with less than 8,000 inhabitants. Along the fertile river valleys of Chenango is to be found a very highly developed dairy industry—a business which in the hands of certain energetic and progressive men is fairly prosperous. It makes a little money slowly even during these recent years when it is popularly supposed that all agriculture is going on the rocks.

But the highlands, the hill country, of Chenango County in common with the larger part of the elevated plateaus of New York has a much less fortunate economic outlook. While many of these upland soils are not particularly steep or stony and while there are many broad and almost level fields that might be worked with a tractor, nevertheless they are not agriculturally productive. They lack sufficient lime to grow clover or alfalfa readily and this fact is the almost insuperable obstacle to their profitable use. In addition drainage is often poor, and to quote a whimsical exaggeration, "The hardpan comes up to the third rail on the fence."

The white man's occupation of this region is linked with a certain interesting chapter in American history. In the year 1768 at Rome, N. Y., the British represented by Sir William Johnson met in conference with the Chiefs and Sachems of the Six Nations, the great Iroquois Confederacy. Sir William in all his relations with the Indians extending over many years was just and liberal. Probably he was one of the very few white men that the Indians trusted, honored and loved.

Great preparations were made for this council. Sir William evidently fully appreciated the part that eating plays in the establishing of pleasant business relations. He arranged with his agent in Albany for sixty barrels of flour, fifty of pork, six barrels of rice and seventy barrels of various other provisions, and these ample supplies were dispatched to Fort Stanwix via the Mohawk River, making a fleet of twenty bateaux.

When the congress opened 3,200 Indians were in attendance, "each of whom," wrote Sir William Johnson, "consumes daily more than two ordinary men amongst us and would be extremely dissatisfied if stinted when convened for business."

After several days of pow-wow marked by much feasting and speech-making and the exchanging of gifts and compliments, the Iroquois in consideration of various presents and about \$50,600 in money ceded to the English all the land east of a line drawn from Rome, N. Y., to Deposit and so on south into Pennsylvania. The British on their part agreed to respect Indian sovereignty west of the treaty line. This was the arrangement known in history as the Treaty of Fort Stanwix.

Without doubt both parties congratulated themselves on their shrewd bargain, the Indians because they had received perfectly good money for the surrender of an insignificant portion of an untouched continent; the English because for a relatively small sum they had peaceably

acquired more country than they could ever by any possibility need.

It is an amusing example of empire builders who absolutely failed to vision the expansion of America for even a generation. Still, until after the Revolution no white man legally dwelt west of that treaty line.

All provisions of this treaty were of course abrogated by the events of the Revolution and when peace was established all this hitherto unknown region was thrown open for settlement. Even at that time portions of eastern New York and of New England felt themselves agriculturally overcrowded.

Sullivan's Army in his raid against the Iroquois had been made up very largely of New England men and these brought back with them great tales of the beauty and the fertility of the regions through which they had marched. These stories so kindled the imagination of the time that the men of Massachusetts and Connecticut swarmed into this new El Dorado. It was an uncharted region concerning which almost nothing was known.

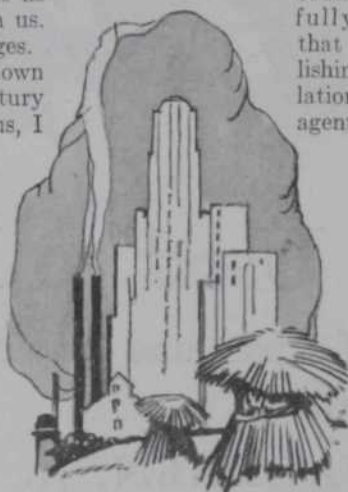
Some of these pioneers were fortunate enough to reach and settle in the lovely and fertile Finger Lake country or on the fat lands of the Ontario shore. But some less fortunate ones lost their way and made their homes in the hilly and comparatively infertile regions south of that better land which makes parts of western New York agriculturally famous.

Among these less happy adventurers and pilgrims was one Capt. John Randall, Puritan and pioneer who with his wife and nine children came from Stonington, Conn., in 1797 and established himself in what is now the township of Pharsalia and so became its first settler. Eventually the family grew to thirteen children, the virile brood of the American pioneer.

Soft Shale and Hard Granite

THE shale hills of Chenango County, even the poorest of them, had no terrors for a man accustomed to the granite-strewn fields of southern New England. I think he must have sent back glowing accounts of his new home for within a few years he was joined by a whole colony of his old neighbors drawn mainly from Stonington and western Rhode Island. Among them was a family named Brown. Even today Pharsalia has many representatives of this clan and there was a time not so many years ago when it is said that one third of the voting population had that family name.

By the way, those Connecticut Puritans have always been a tremendous force in our American life. Out of all proportions to their number the men of Massachusetts and Connecticut have sat in the seats of the mighty and have put their seal on all our institutions. Virginia may have been the mother of Presidents but surely Connecticut has been the mother of states. Trumbull in his "History of Connecticut" makes the well-nigh incredible statement that there was a day when the Congress of the United



... a small matter that farmers should change their mode of life

States lacked only five men of having a majority of its membership born within that little rock-bound commonwealth. There is in our land to-day a cheap and shallow fashion of thought which deems it an evidence of superior culture to speak contemptuously of Puritanism. As a matter of fact no other philosophy of life has ever carried men so fast and far.

Nine years after John Randall had led his wife and brood into this wilderness, the township was set up under the name of Stonington, but two or three years later this was changed for the lovely and musical Greek name, Pharsalia. In the early days of New York through changing political administrations the state had for 36 years only one surveyor-general.

Simeon Dewitt was a graduate of Rutgers College and in many ways a most remarkable man. It was his scholarly fancy that thickly sprinkled the contents of his classical dictionary over the hills and valleys of central New York so that there is scarcely a city or province or poet of antiquity whose memory is not embalmed in the geographic names of that region. I think it a perfectly safe assumption that it was he who christened this obscure hill town with the name of a Grecian province and a famous battle.

Pharsalia Flourished Rapidly

WHEN John Randall had been a resident of Pharsalia for 13 years the state counted the inhabitants of the township and found them to be 482. Ten years later these had increased to 873. Another decade went by and in 1830 there were 1,011. Pharsalia was thirty-three years old and practically speaking was grown up. It held its own pretty well for the next forty-five years, reaching in 1860 its maximum population of 1,261. In a sense it may be truly said that at this time the township was densely populated, meaning thereby that it was divided into farms of not much more than 100 acres and on every farm there was a family.

If we are mystified at the rate of increase of rural populations of a century ago, ample explanation is found in the teeming families of that time. Sociologists are agreed that probably the net

birth rate of the American pioneer has never been equaled.

Owing to the thronging tasks of field and home and the simple standard of living, children were regarded as an economic asset rather than a liability. Studies of the birth and death rates of New England communities during the eighteenth century indicate that without immigration and by natural increase alone these populations might double in 13 years.

Counting both federal and state enumerations, we of New York have been counted a good many times since 1790 and there is ample data for comparison. In 1920 Pharsalia had almost exactly the same population as in 1814 and only one half the number found in 1830, ninety years earlier. In 1925 the population had fallen to 506 which is almost exactly 40 per cent of the number found in what we must call the heyday of her prosperity which was in 1860.

The historic cycle of Pharsalia, which draws towards its close, is comprised within about a century and a quarter—say four generations. The first generation came and possessed the land. The second (as the military "communiques" of World War days used to say) "consolidated their gains." They replaced their log cabins with frame dwellings and erected churches and divided their land into school districts and built saw mills and grist mills beside their little waterfalls.

Three hamlets sprang up where their main roads crossed and here were to be found the blacksmith, the cobbler, the tanner, the carder of wool, the cooper, the wheelwright and all the multifarious activities of the self-contained and self-sufficient rural community. Close at hand in the adjoining township of Otselic is to-day what is said to be the largest fish-line factory in the world. There is an ac-

cepted tradition (which I have not been able to verify) that this factory now proclaiming itself to have been established 116 years ago, began on a Pharsalia farm where a man with the Yankee's flair for invention first twisted home grown flax into string for fishing.

The second generation carried on down to the time of the Civil War and they saw the high water mark of such limited prosperity as Pharsalia ever knew.

The third generation, the one who came on the scene about as the Civil War closed, carried on much as their fathers had, but perhaps not quite so sure of the future. If they gave ground it was at least a slow, stubborn retreat. But with the fourth generation, a new era had dawned on the world and a new spirit was abroad in the land. This generation looked around

them and literally fled.

The census returns show that population began to decline after 1860, that this tendency was never checked during any one census period and that especially since the World War this decline has proceeded at a constantly accelerated pace.

In its earlier stages this population shrinkage did not represent real farm abandonment. Rather it represented the loss of certain other elements of the population. For one thing, by this time the size of the typical family was much smaller than it had been at an earlier day. Then, too, the industrial age had come and the farm boys and girls had taken a job down at Norwich or Cortland or Binghamton, but in the great majority of instances some one, generally the aging parents, still held the farm.

The other day I talked with the man who for 26 years past has kept the general store in the largest of the township's three hamlets. He tells me that real, wholesale farm abandonment was not

(Continued on page 170)



The Yankee farmer has gone from Pharsalia



"I explored long-vacant houses and mused beside cellar holes and tried to reconstruct the lives of the men and women who here lived and wrought and passed away"

The Map of the Nation's Business

By FRANK GREENE

Managing Editor, Bradstreet's

TRADE and industry generally stepped at a faster pace during September and the early part of October. For this, generally cooler weather, the practical fruition of good crops, without frost damage and a fair, though not an absolutely full volume of crop marketing, may be held chiefly responsible.

An additional feature of perhaps uncertain weight, that may be cited is the trifling effect on business of the general election.

That there were some drawbacks visible and that the progress lacked some elements of uniformity, is evident from the concern manifested in banking circles as to the possible effect upon general business of the advance in money rates; the seemingly total lack of effect of these high rates on the speculation in stocks; the damage to crops in the Southeast by the tropical storm of mid-September and the generally lower prices offered for the country's leading crops.

Farmers Holding Wheat

THERE was a holding tendency among farmers, particularly in the Northwest, and a backwardness of export trade in wheat in the first quarter of the cereal year. The wonderful progress in crop development shown in July was not duplicated in either August or September, evidences of this being held in the government reports of a reduction in the corn crop prospect by 100,000,000 bushels and of the cotton crop of 500,000 bales. One result of these latter developments by the way, has been a "firming up" of prices of corn and cotton while wheat, failing to reflect the full pressure of hedge selling of spring wheat and the better appearance of European wheat yields, rose slightly from the lowest point of the season reached in mid-September.

In industry, the big feature was the strength of the metal producing and consuming trades led respectively by iron and steel and automobile manufacturing. In the first named industry fourth quarter steel prices gained the advances hoped for, despite the increase in production of pig iron and the maintenance of steel output at above the August level.

Scrap metal rose to a parity with a

year ago, and pig iron prices were about where they were at the end of October, 1927. Automobile production seemed to reach a peak in the third week of September. Certainly the steady seven weeks' rise of employment to a new height for all time at the country's leading center,

Jacksonville scale having been agreed upon in Illinois and Kansas with the feeling that this might be extended to other fields. Bearing upon the possible future of this industry, it may be noted that output of electricity broke all previous records in August.

Among the other industries cotton manufactures gained in August and in September sales certainly expanded greatly but curtailment in some lines was still in evidence. In woollens the percentage of activity continued below a year ago and lower prices in foreign markets for raw wool had a slowing effect on American buying of domestic grades. In silk manufacturing a big output but very keen competition for business was a feature. Rayon production was and is active. Shoe manufacturing was active as a whole despite some easing of hide and leather prices.

Stove manufacturing was active and radio made progress toward what is predicted to be a new high record of output.

Building Trades Low

IN the list of industries not so well situated from a productive standpoint must be mentioned building (house, office and store construction is here meant) which showed a smaller permit value for August and September than a year ago with a slightly increased sag for the nine months period from the like periods of three preceding years. Lumber output seemed to be below one and two years ago, for the nine months, but the price situation certainly stiffened. Jewelry manufacturing at some large centers was below a year ago, and furniture manufacturing was not in as good shape as in 1927.

Among the lighter industries which made new records in recent months and years, that of cigarette making stands out plainly, with a gain for the year to September of 9.5 per cent over a year ago. Against this are to be noted decreases in cigar manufacturing and manufactured tobacco output, while snuff, took on new life and importance.

Car loadings for August were half of one per cent below a year ago but gross receipts were practically equal to the like month a year ago while net receipts were better than in 1927. September car load-

BUSINESS INDICATORS

Latest month of 1928 and the same month of 1927 and 1926 compared with the same month of 1925

	Latest Month Available	Same Month 1925 = 100%		
		1928	1927	1926
Production and Mill Consumption				
Pig Iron.....	Sept.	112	102	115
Steel Ingots.....	Sept.	124	97	112
Copper—Mine (U. S.).....	August	113	99	106
Zinc—Primary.....	August	109	102	108
Coal—Bituminous.....	Sept. *	92	94	104
Petroleum.....	Sept. *	115	115	101
Electrical Energy.....	August	135	120	113
Cotton Consumption.....	August	110	132	109
Automobiles.....	Sept. *	144	80	121
Rubber Tires.....	July	121	95	89
Cement—Portland.....	August]	114	112	103
Construction				
Contracts Awarded (36 States) Dollar Values.....	Sept.	109	92	96
Contracts Awarded (36 States) Square Feet.....	Sept.	89	75	84
Labor				
Factory Employment (U. S.)—F. R. B.....	August	96	97	101
Factory Pay Roll (U. S.) F. R. B.....	August	99	100	103
Wages—Per Capita (N. Y.).....	August	104	104	102
Transportation				
Freight Car Loadings.....	Sept. *	103	101	106
Gross Operating Revenue.....	August	100	100	104
Net Operating Income.....	August	103	95	106
Trade—Domestic				
Bank Debts—New York City.....	Sept. *	162	136	105
Bank Debts—Outside.....	Sept. *	122	113	101
Business Failures—Number.....	Sept.	112	107	98
Business Failures—Liabilities.....	Sept.	111	107	98
Department Store Sales—F. R. B.....	August	109	114	106
Five and Ten Cent Store Sales—4 Chains.....	Sept.	134	121	110
Mail Order House Sales—2 Houses.....	Sept.	146	118	109
Wholesale Trade—F. R. B.....	August	96	98	95
Trade—Foreign				
Exports.....	August	100	99	102
Imports.....	August	102	108	99
Finance				
Stock Prices—20 Industrials.....	Sept.	167	136	111
Stock Prices—20 Railroads.....	Sept.	139	136	118
Number of Shares Traded in.....	Sept.	234	131	100
Bond Prices—40 Bonds.....	Sept.	105	106	103
Value of Bonds Sold.....	Sept.	76	102	72
New Corporate Capital Issues—(Domestic).....	Sept.	152	162	118
Interest Rates—Commercial Paper, 4-6 Months.....	Sept.	132	92	104
Wholesale Prices				
U. S. Bureau of Labor Statistics.....	August	95	91	95
Bradstreet's.....	Sept.	92	94	90
Dun's.....	Sept.	100	98	96
July, 1914 = 100%				
		Aug. 1928	Aug. 1927	Aug. 1926
Retail Purchasing Power, July, 1914 = 100				
Purchasing Power of the Retail Dollar.....		62	62	61
Purchasing Power of the Clothing Dollar.....		58	59	58
Purchasing Power of the Food Dollar.....		65	66	64
Purchasing Power of the Rent Dollar.....		62	59	57

(*) Preliminary.

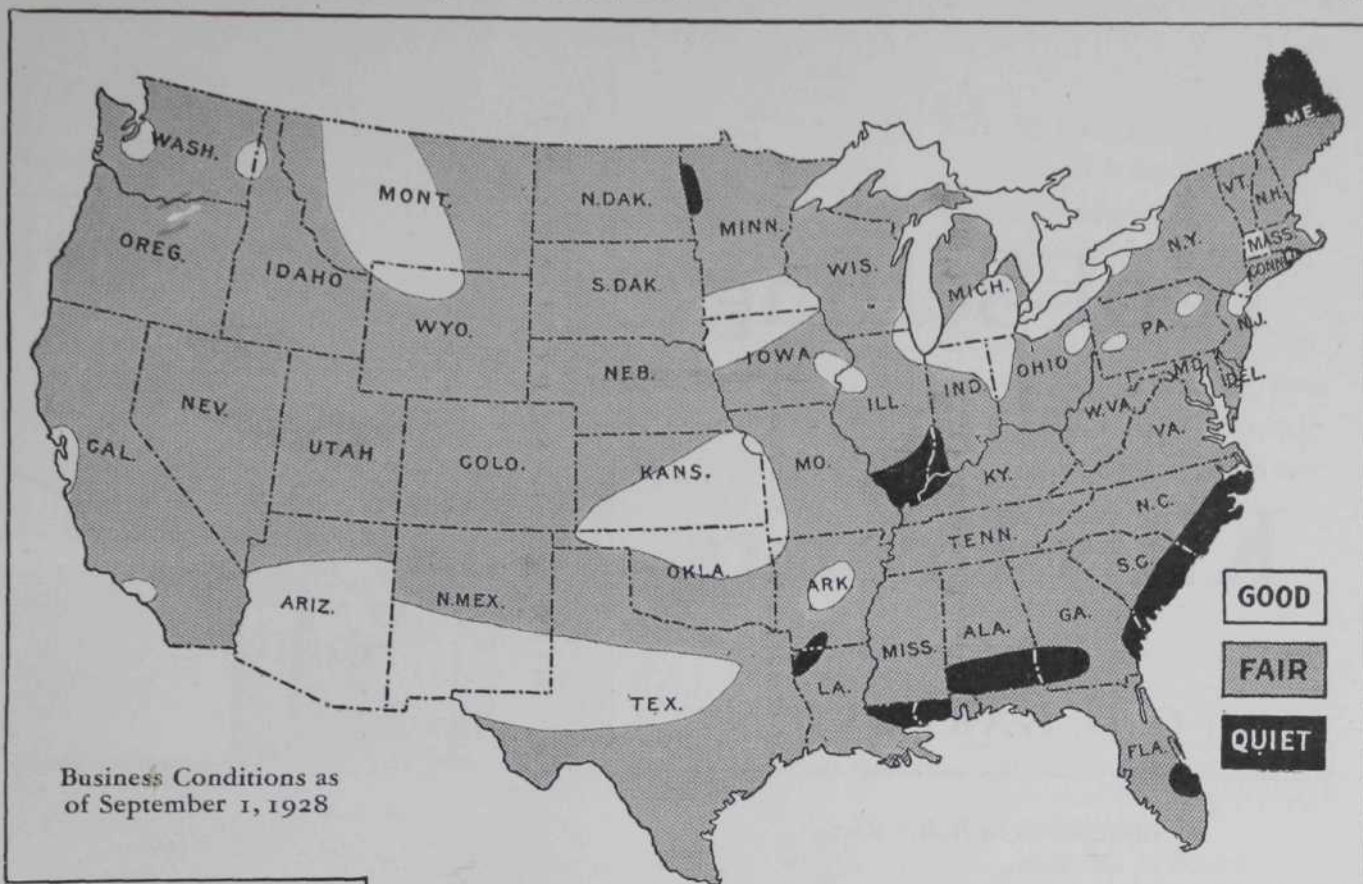
Prepared for Nation's Business by the Statistical Dept. Western Electric Co., Inc.

seemed to come to a halt about that time.

The cement industry which lagged in the earlier part of the year pushed forward in the summer months and new high records of production for it, for steel and for automobiles are expected for the calendar year. Non-ferrous metals, copper especially, improved in price and output.

Coal Strike Settled

THE formal settlement of the soft coal strike was announced in September, a reduction of 16 to 20 per cent from the



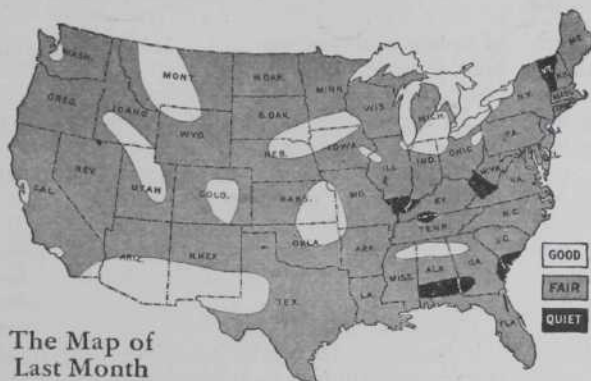
ings made a better showing than those for August with six-tenths of one per cent gain over a year ago, but 3.6 per cent decrease from a year ago for three out of four weeks of that month.

An important strike in the cotton goods manufacturing industry was settled in early October when 27,000 fine cotton goods operatives out for more than twenty-five weeks at New Bedford accepted a five per cent cut in wages instead of the ten per cent reduction originally offered.

Stocks Active

ANOTHER prominent development of September and early October was the continued activity in the stock market despite a 6 to 10 per cent range in call money, a 7½ per cent rate for collateral time loans and the announcement of another short time loan by the Treasury at 4¾ per cent.

Bank clearings and bank debits reflected the effects of the active stock dealings in very large gains, particularly at New York and other speculative centers, whereas decreases were shown in the South where cotton sold at 2 to 3 cents below a year ago and in the Northwest where grain prices were 5 to 20 cents below 1927



TRADE and industry stepped at a somewhat faster pace during September and the early part of October, causing an improvement in the amount of light space in the map for this month. This occurs in spite of the general election, the effect of which seems to be trifling, and the bankers' fears for general business due to the advance in money rates.

Southeastern storms damaged crops

at the same date. The cattle and hog raising interests which had reaped profits from a jump in prices in mid-September, this inducing marketing in excess of needs, were forced to accept heavy cuts ranging, by early October, from \$1.00 to \$2.50 for cattle and hogs with lower prices also for lambs. Dressed meats suffered heavy cuts, especially pork loins which fell to 17 to 24 cents from 25 to 35 cents per pound. Dressed lambs were also noticed to fall.

Exports Gain

IN foreign trade the feature in August was the small gain, one per cent in exports, all of this due to increased exports of manufactured goods—automotive lines, agricultural implements and other machinery leading. Exports of foods, especially grains showed lessened totals, while crude materials moved in reduced volume.

While production of petroleum fell off slightly in August, production and demand for gasoline made new peaks. Daily average production rose to 1,098,000 barrels and consumption to 1,069,000 barrels, gains of 21.5 and 11.3 per cent respectively over a year ago.

For eight months gains of
(Continued on page 114)

Fool Selling that Kills Profits

As told to James True

By C. D. GARRETSON

President, Electric Hose and Rubber Company

Illustrations by Rollin Kirby



FOR YEARS I have been endeavoring to make the members of our industry realize that eventually the mail-order houses will fix the resale prices of a large part of our products.

Every season the "mass buyers" are able to find manufacturers of competitive garden hose and other rubber products who are perfectly willing to sell them at prices below the cost of manufacture. My own company has had many opportunities to do this, but we have always refrained for several excellent reasons.

This policy has prevented our accepting a large volume of very unprofitable business; but we find that many other manufacturers in a variety of lines have fallen under the spell of the mass buyer. As a result, nearly four hundred colossal retail establishments, erected by the mail-order houses in or near a number of our most prosperous cities, now stand as monuments to the shortsightedness of some of our largest manufacturers. Likewise, chains of innumerable retail stores have spread rapidly over the country, all vehemently claiming to save the consumer large amounts on the purchase of almost every commodity, and each one of these chains, growing longer and sturdier. This is but the tail that wags the manufacturer's dog.

The Middleman Disguised

THE organizers of these retail outlets profess sometimes to have eliminated the cost of the middleman. But when we examine the facts we find that their popularity with the public is largely due to economic fallacies, and that the margin

of saving is almost entirely represented by the illogical and unsound concessions by manufacturers. Furthermore, there is no doubt that these establishments will continue to grow in number until our manufacturers wake up to the fact that it is unfair and disastrous to sell the same grade of goods at a lower price to one wholesale outlet than to another.

Within the last five years it is probable that more than a billion dollars has been invested in new and radical methods of distribution. This astonishing development has depended entirely on a price appeal to the public, and underlying it we find little economic justification. We find no reduction in the purchasing power of the public that would naturally bring about a necessity for lower prices. Our banks are filled with savings to an extent never before known. Last year the American laboring man earned the largest wage in terms of purchasing power ever recorded in the history of the world.

So, when we face the facts, we must admit that the primary cause of the demoralized condition of our distributive system is due to the fact that a great many American manufacturers would rather sell, say, twenty million dollars worth of goods at a loss, than fifteen million dollars worth at a profit.

For a long time our business journals have had a good deal to say about the advantages to the manufacturer resulting from mass buying, and the marked savings that accrue in the turning out of enormous orders. The theories expressed are interesting; but the results show that

If a manufacturer is fair, he will have no secrets

the mass buyers are experts in convincing the manufacturers that it is logical to compromise with a gold-brick salesman at fifty cents on the dollar.

I speak advisedly. I have been approached many times by mass buyers and I have listened to their persuasive arguments for low prices. And it is my conviction that not more than one order in a hundred, accepted by the manufacturer from the mass buyer, is economically justified by its prices.

Concessions Are Unfair

THE mass buyers always have contended that because of the large volume of goods they buy they are entitled to a lower price than the wholesale distributors of our products; but the facts prove that they secure special concessions for other reasons. Two million feet of garden hose is a generous estimate of the annual purchases of our two largest mail-order houses.

We have several wholesale customers who buy in excess of this footage. These customers neither demand nor receive from us any concessions in price. Therefore, why should the mail-order houses secure concessions?

My company holds that the mass buyers have no economic nor any other right to secure special prices from manufacturers. This year, for the first time, it seemed to me that I had convinced the manufacturers in our industry of the fallacy of these special inside prices. But one concern accepted a large order for



about price. It will be based on costs, not on what some mass buyer will give

garden hose from a mail-order house, and at a ridiculously low price.

My company immediately made the same price to the wholesalers of garden hose, and it is doubtful that any manufacturer will be able to show any profit whatever on garden hose during the present fiscal year. This means that the wholesalers, for the first time, will be on exactly the same basis on competitive garden hose, so far as the purchase price is concerned, as the largest mail-order houses.

It is a long step forward in the practice of sound business principles, and I am convinced that it will be the best thing that ever happened to our industry.

Manufacturers in all other lines must also realize that we have arrived at a time when the mail-order retail outlets and the chain stores are establishing the retail market prices on practically all manufactured products.

We cannot get away from this fact, and whether these prices be established so low as to create a chaotic condition throughout all industry rests entirely with the manufacturers.

In proof of this statement, let us consider a few facts regarding the condition that has come about in the automobile tire industry.

Last year, one of the largest manufacturers and national advertisers of tires sold a large quantity of his product to one of the mail-order houses, at a special price far below the price at which he sold his goods to his wholesale distributors.

The mail-order house delivered these goods to its various retail outlets, offered them at very low prices, and guaranteed them for 25,000 miles. A great deal could be said in regard to the encouragement of an unsound merchandising practice, the offering of the guarantee. Also, comment would be interesting on the advantage the salesmen of the mail-order house might have taken in selling the manufacturer's goods to the consumer far below the price of the widely advertised product, and representing the tires to be practically the same, but I shall devote the space to more important phases.

Competes With Himself

THE most astonishing feature of the transaction is that a leading manufacturer and national advertiser should fail to realize that the success of his business is largely controlled by what happens to his product in the channels of distribution, and not by the securing of individual mass orders at uneconomic prices. In apparent good faith this manufacturer sold his tires at a certain price to a large number of distributors, and we will suppose that the price was right. The goods were widely advertised, and there is no doubt that more than 90 per cent of the manufacturer's volume was profitably disposed of through his regular channel of distribution.

Now, because this manufacturer was able to sell ninety per cent of his volume to his regular distributors at a good profit, he concluded that it was all right

OUR distributive system is being demoralized, says Mr. Garretson, by manufacturers who make concessions to mass buyers. These manufacturers are selling some goods at less than production cost, are creating competition for their own distributors

for him to sell the other ten per cent at or below the full cost of manufacturing.

The ten per cent volume then entered into direct competition with the ninety per cent volume. The goods were offered by the mail-order house as a leader, at prices the dealers could not meet without heavy loss, and the disastrous effect of the competition is obvious.

Abolition of Profits

PERHAPS the most dangerous effect of a practice of this kind is its far-reaching influence. After the mail-order house had made its announcements, and after other manufacturers had learned about what had taken place, another tire manufacturer whose goods are nationally advertised, checked up his costs very carefully, and then cut his prices 17 per cent to his dealers. This gave the dealers in a competitive tire a price at which they could successfully compete with the mail-order retailers. And it had a tendency so to reduce the retail prices on automobile tires that profits are problematical.

The truth in this case is that the manufacturer had the opportunity of taking a large order at a certain price. The price was not based on any saving accruing because of a large production volume. The price was fixed by the purchaser, for the reason that the mail-order buyer knew the cost of manufacturing the tires, and also knew the weakness of the manufacturer. Doubtless the manufacturer reasoned that it was better to take the business at a loss, rather than to allow a competitor to take it at a loss. It was an inconsistent and uneconomic transaction.

Economic justification for any method of distribution depends entirely upon actual savings, and not upon the creation of manufacturing losses and the loss of profit. If manufacturers continue to sell through one channel of distribution at a fair profit, and then sell through competing channels at a lower price, they will build up a condition that will eventually end in disaster. The practice weakens the distributors of the manufacturer's large and profitable volume, and its unfairness is proved by the fact that it would be impossible for any manufacturer to give his

special mail-order discount on the major volume of his business.

It is not conceivable that any manufacturer would grant a special mass-order discount if he realized how destructive the practice is to his final markets. Our success invariably depends, not only upon what the consumer thinks of our products, but on the consumer's ability to purchase them. And when a manufacturer encourages destructive retail selling he tends to destroy both the confidence and the purchasing power of his consumers.

It all comes down to an absolute matter of fairness. When a manufacturer sells a bill of goods to a distributor, he shoulders a certain responsibility to do what he can to see that his distributor is allowed to make a profit on the goods; otherwise the transaction is unsound. I am convinced that when a distributor is sold, his ability adequately to distribute the goods should be recognized, and that the manufacturer is unfair when he enters into competition with him or does anything that will tend to destroy his market.

On Honesty in Price-making

TO improve conditions, we must realize the economic waste which all unfair practices cause. If a manufacturer is attempting to be absolutely fair, he will have no secrets as to his price, and his price will be based on his costs, not on what some mass buyer is willing to give him for his goods. If prices are honestly based, no secret concession can be made, for such a concession is an indication of a dishonest original price.

If a manufacturer actually saves five per cent, let us say, on a very large order

from some mail-order or chain organization, it may be good business on his part to pass the saving along to the purchaser, and finally to the public; but if he does this, my company holds that he has no right whatever to shroud the transaction in secrecy. He has no right to delude the many other purchasers of his products into believing that they have secured the lowest price he offers.

I have talked with many manufacturers who were not only deluding their customers, but who also seem to have deluded themselves in regard to special concessions. In every case of the sort, it is possible to recognize the narrow attitude of one who cannot see the loss because of the large size of the order.

Stupid and wasteful merchandising practices, I believe are created because so many manufacturers are equipped to produce more goods than they can sell profitably and fairly.

We not only have an overproduction in nearly all lines, but at the least sign of a profitable season, we find others rushing into the industry, and this tendency encourages the stupidity of our merchandising.

As an example, about eighteen months ago, I received a request for a quotation on a large order of garden hose from a manufacturer of rubber goods. I suspected that he might be planning to equip his factory to manufacture hose, so I invited him to call and go through our plant, assuring him that I would be glad to give him any information he wanted.

He came and inspected our factories, and then told me that he was thinking of going into the hose business. I ad-

vised him against the venture pointing out that the industry was overproducing, and explaining that it would be impossible for him to make any money for some time to come. I even offered to sell him all the goods he needed, at prices on which he could make a profit, until he demonstrated whether or not he could build up a sufficient volume of business to justify the investment.

This proposition, it seemed to me, was economically sound, but for some reason the manufacturer thought that it was to his advantage to refuse it. He equipped his plant with the necessary machinery and entered the field. He is now a competitor who has been manufacturing garden hose for more than a year and steadily losing money on it, while his merchandising activities tend only toward further general demoralization.

Uneconomic Trade Practices

THIS season, our new competitor offered the trade a special concession as an "advertising allowance."

I went to see him about it, and he at first contended that the concession was legitimate and that he had every ethical right to allow his customers to spend his advertising appropriation. I then asked him if he thought that national advertising would pay him. He replied that he did not think so, and also agreed that local newspaper advertising could not be made to pay in selling garden hose. However, he still insisted that it was entirely fair for him to allow his customers a special concession for advertising.

In contrast to this claim, he was requiring no proof whatever that the special discount was being spent for advertising, and after some further discussion he finally admitted that because he was a newcomer in the field he felt that it was necessary to buy his way in. Therefore, he was giving a special inside discount, and trying to kid himself and his competitors into believing that a cut price under the name of an "advertising allowance" would change the color of the offer.

Now this special advertising concession represented the difference between a profit and a loss to the manufacturer. Besides, it created suspicion on the part of the trade. It was an uneconomic practice, because it had a tendency to mess up the entire industry.

Carried to its ultimate conclusion, it could not help in any way the manufacturer who gave the concession, his customers, their outlets or the public, for any manufacturing loss whatever is eventually paid for by the participating distributive agencies, and, of course, is passed on by them to the public. I believe that this manufacturer finally realized the fallacy of his stupid practice, when I asked him if he would

(Continued on page 190)



The manufacturer's success depends not only upon what the consumer thinks of the product, but upon his ability to purchase it

The American Woman at Work

By JAMES J. DAVIS

Secretary of Labor

Decorations by Lauren W. Cook

THIS country has a customer with upwards of six billion dollars a year to spend. Even in a country now accustomed to think in billions where once a million dazzled it, six billion dollars is still a tidy sum of money. This customer is a composite of the nearly nine millions of American women and girls who are gainfully employed.*

To sit here in the chair of the Secretary of Labor and watch the countless and ceaseless activities, struggles, and achievements of these millions of feminine workers is to marvel at one of the remarkable revolutions in human existence. Not that this social overturn is revolutionary in its novelty, but rather in the sweep of its extent.

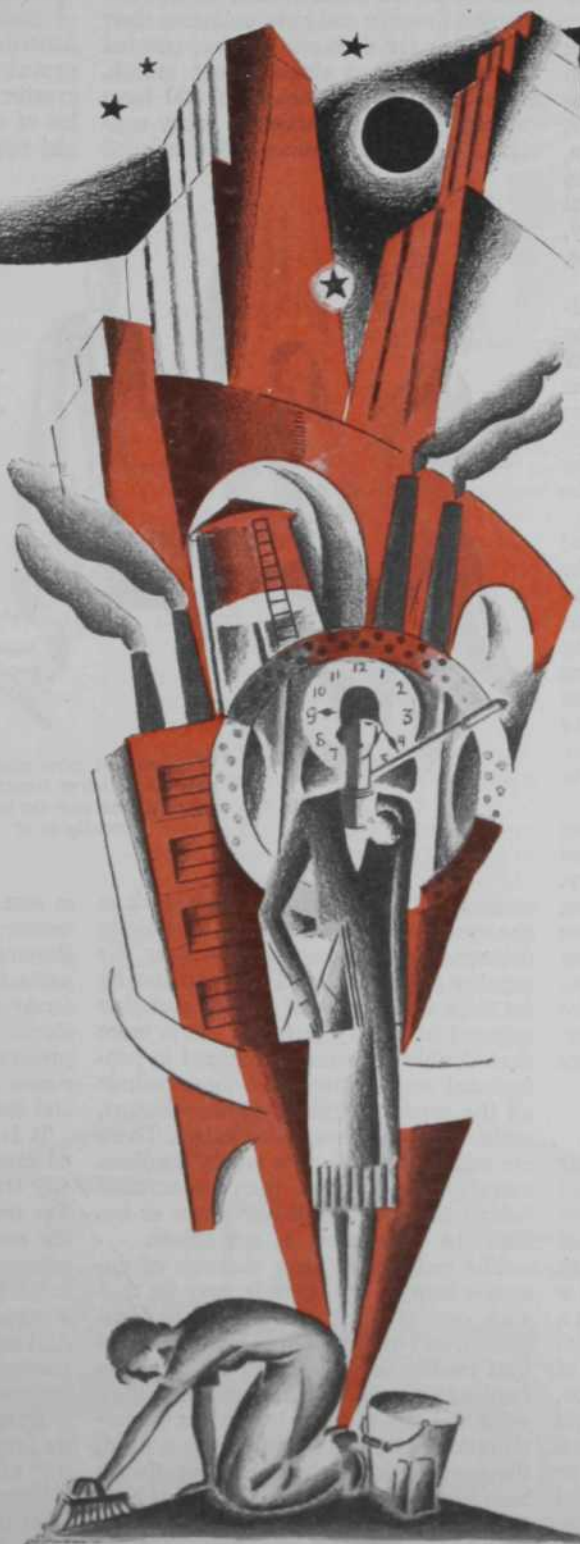
Women's Work Never Done

WHEN did woman ever escape her share, and a heavy share, of toil in the human family? From the days of Adam she has been the household drudge, even the worker by her husband's side in the fields. In the dark days of slavery men followed the plow while the women often were harnessed in front of it.

The wives of our Pilgrim forefathers were the spinners and weavers, the makers of clothing for their men and their children and themselves, not to speak of what they did every day as family cooks, laundresses and housekeepers. To her children the Pilgrim mother was school teacher, to her family the nurse and attending physician.

I well remember what a woman's work was in the little Welsh

*The census of 1920 showed 8,549,511 women and girls at work. Since then we have added easily ten million persons to our population. It is conservative to place at fully nine millions the number of girls and women now taking part in our workaday world.



Today in America some of us still think, with a measure of pity, of the woman or girl, "obliged to work for a living," as if it were some new form of slavery. It is rather emancipation from an old one

town where I was born and spent my early childhood. There the men too were far from being shirkers. Workers in mine or iron mill, they knew long hours of the heaviest and most dangerous toil. But so did their wives know what it was to work.

Budgeted Her Time

EVERY day of the week was set aside for some particular household duty. On Monday it was the family wash, and the family was usually a large one. The next day was set apart for the ironing. Every wife had her own baking to do, and one day of that was no more than enough for a family of hearty eaters. Whatever the other duties to be attended to, the house had at all times to be kept scrupulously neat, and a single day hardly sufficed for the scrubbing and dusting that had to be done.

In the thick of all this routine toil, the children every morning had to be dressed for school and supplied with a lunch. In the evening the homecoming father needed his care. The miner returned from the pits heavily coated with coal dust and grime, and a tub of water was ever at his service for the bath to make him fit company for his family. The only respite his wife ever knew from these week-long labors was the hour or two of rest she got in her little pew at the village church. Toil, toil, toil—I rarely saw my mother at anything else throughout my boyhood.

Today in America some of us still think, with a measure of pity, of the woman or girl "obliged to work for a living," as if it were some new form of slavery. It is rather emancipation from an old one. We still think of this widespread movement of married women and mothers into industry and business, and of girls rushing

from home to the office or factory, as something new. It is old. Lucy Larcom, who attained an honored and permanent position among American poets, worked as a girl in the textile mills of Lowell, and has left lively accounts of the happy times and associations she enjoyed there with other girls of education and family backgrounds who worked by her side at the looms.

They even published a literary periodical, in which many a sparkling bit from Lucy Larcom appeared.

That was in 1840, but twenty years before that time the census showed women to be employed in pursuits as odd as the making of anchors, beer, barrels, boats, beds, boots and shoes, coaches, cigars, cordage and twine, chairs, clocks, carts, furniture, gunpowder, gun stocks, fur and wool hats, hardware, lumber, machinery, millstones, rope, saddles, stoves, shovels, tinware, tobacco and snuff, whips.

The World War, which took four millions of our men into the camps or to the battlefields, created a great scarcity of labor and drew women into occupations long thought beyond their endurance or skill. We saw them pictured in the places of men as mechanics in work such as the repair and care of locomotives, in the building trades, in the painting of ships.

Much of this was emergency work, and the women were willing to relinquish the heavier jobs when the men returned to claim them. In the skilled occupations the women have stuck, and these they continue to invade in steadily increasing numbers. You find them operating lathes in machine-shops. They work beside men, and at machines of the same type, in such precision work as the making of screws for aeroplanes.

You find them making tools, loading shells in a government arsenal, or engaged in cabinet-work in a furniture factory. For now that automatic and labor-saving machinery is coming into ever wider use in all our industries and the back-breaking tasks are disappearing, woman's ancient handicap of physical disability is also disappearing. Ever new industrial pursuits are opening to her, and she seizes every opportunity.

Women Are Men's Equals

WOMEN now can perform nearly any work that a man can do. They not simply are able to do such work, they actually are at it. General appreciation of this fact has led to a wide and amusing public misconception. The assumption is that women and girls are all engaged in a mad rush to factory or store, and the domestic servant is in consequence a thing of the past. My mail, as Secretary of Labor, brings me from time to time letters from men as well as women who want Congress to lift the ban on immigration, at least so far as to let in more domestic workers and thus relieve this serious servant problem.

The simple truth is that there always has been a servant problem. A hundred years ago good housewives of the well-to-do complained of the difficulty of obtaining satisfactory household help. You

heard the complaint, when young women entered the country in thousands, long before the restrictive immigration laws were enacted. No sooner had they been trained to household work, it seemed, than they rushed away to jobs in the factory or the store. Now the restrictive immigration laws are blamed for cutting down still more the wanted supply of domestic help. Here are some hard facts and figures:

Notwithstanding the fact that we do have restricted immigration, nearly two thousand women and girls, declaring their preference for domestic service, entered the country in a single recent month. Since July 1, 1927, nearly 20,000 have entered. That proportion is fairly constant. As for the number of like-minded



Women are now not only able to perform nearly any work a man can do but are actually at it

women and girls already at such work in the country, the census count of those in domestic and personal service fixes the number at 2,186,924. This is greater by far than the number of women and girls engaged in factory pursuits. It is more than double the number engaged in professional occupations—and these include all the teachers, trained nurses, doctors, social workers, lawyers and judges. There are still in domestic jobs nearly a million more women and girls than are enrolled behind the counters in our stores or behind the typewriters in our offices.

The real reason for a shortage of domestic help, if one there is, may be that with our constant increase in national wealth, and in the growing distribution of that wealth, more and more American families have reached the stage where they want and can afford to have their domestic tasks performed by others. In a word, the demand for such service has always been slightly greater than the supply. Now the status of the former domestic "servant" has, in large measure, been changed.

Except in the sense that we are all servants of one sort or another, the "servant" aspect in household work has undergone a transformation. In place of

the servant we more and more have the household worker who undertakes the care of kitchen, laundry, or even the house on much the terms of the girl who works in factory or store. That is, the domestic worker tends to become a day worker who wants her hours of labor defined pretty much as they are in the mills and shops.

Sought Shorter Hours

THIS is probably due to the spirit and ambition that are characteristic of the American girl. She has viewed with approval what she has taken to be the greater freedom and independence in the lot of the factory worker. The factory girl appeared to her sister in household service as more the mistress of her own time and interests. Domestic service on the old terms did mean long hours of work on week days and a part of Sunday.

It is true that the household worker often had more comfortable lodgings and more gentle treatment than the factory girl, yet the girl who lived in the house where she worked might be drafted for service at any hour beyond the length of the factory day.

People of wealth and social position, who entertain constantly, have need of trained domestic workers whom they wish to have about them for service at all hours. These can nearly always obtain the service they desire. But more American families now demand outside help in their households, and the new-

er sort of domestic worker, as I find her course charted for me by the Women's Bureau in the Department of Labor, expects to serve them on much the same terms as those obtaining in factory or store. That is, as a general thing, she prefers to live in her own home. She comes at a stated hour in the morning, and leaves at another at night.

It is possible to understand and sympathize with this position which the properly trained household worker has taken. Far from leaving housewives distracted, the new domestic worker, by consenting to serve on these sensible terms, is doing much to relieve what would otherwise be a servant problem very real and acute. And still other forces are at work to ease the situation for those in a position to engage domestic help.

Domestic work itself is losing many of its former hardships for both the housewife and her helper. The whole job itself is being placed on a modern factory basis. That is, the kitchen, after lagging more or less behind the rest of the march of progress, is being lifted out of its backwardness and placed where it belongs in this modern age.

Ever since the invention of machinery

and the institution of the factory system, every sort of ingenuity has gone into bringing science and speed into industry. Here in America we are immensely and justifiably proud of the tremendous advances we have made in scientific, labor-saving mass production. One new mechanical marvel after the other has been installed in our factories, until now our great national industrial mechanism is the wonder not of this age only but of all ages.

But until a few years ago we had left the kitchen, after all the source of all our energy, our cheer, our very lives, back amid the ancient pots and pans, the tubs and brooms, the heat and the steam of centuries ago.

Now at last inventive genius has thought of the home as well as of the factory. The kitchen is becoming a plant, a laboratory, as it should be.

I need not go down the steadily lengthening list of new mechanical aids to housekeeping. Nearly every woman knows them, and fortunately most of them are coming within the reach of all. They lighten the work of many a housewife who cannot yet afford domestic help, or they make such help in a small household unnecessary. Above all they are a boon to the woman who works all day in office or factory and yet has a house to care for when she gets back home in the evening.

Machines Help Domestic Service

ON still another side these new mechanical aids to housekeeping are helping to solve what problem there is in domestic service. In older days one other thing that sent many a girl from household work into the factory was the fact that much of housework was intensely disagreeable and confining. Such a girl felt as much entitled as her sister in the factory to personal neatness and time for recreation. Now she has this.

As for business and industry, if women are entering these pursuits on the present scale—for probably more than a fourth of our entire feminine population has undertaken such work—are they, as we sometimes hear, displacing men? Except in scattered instances, the answer is no. Every year the nation be-

gins with a larger population. It begins each year with a larger capital. More work is to be done to keep the country's demands supplied. That is, every year there is a little more work to be done. It is true that we run into business recessions at times. These mean only that for the time being some of the work to be done is postponed. In time it must be made up. Hence if more and more women are entering industry, it is only because industry can offer employment to more workers of either sex.

Within the past four months the country has been disturbed by an unemployment situation—much of it caused by the steady displacement of human labor by amazing automatic machinery. To what extent does this displacement affect the woman worker? On about the same scale that it hits the man. It is one of the graver problems before us, not as affecting the woman worker alone but as an alarming disturbance to all industrial workers alike.

If women's skill and productive capacity are welcomed by industry as on a parity with the strength and ability of men, how do the two compare in the very important matter of wages? I am sorry to say that industry has not been as liberal to the woman worker as to the man. In general the wages women receive, even where the quality and volume of their output is equal to the men's, range below the wages of men, very much below. Ac-



During the war women worked as mechanics, entered the building trades, painted ships

cording to the Women's Bureau, women's wages are all the way from 25 to 50 per cent below the average wages paid to men for the same variety of work. This is not right.

Sooner or later I believe the inherent sense of fair dealing in America will force on the business consciousness of the country not alone the inequity in the paying of a lower wage to women, but its cost to the country in dollars and cents. It has

been thought that women in the past have had to put up with a lesser wage because employment was open to them in a few trades only. Now, with the opening of virtually every line of employment to women, this condition no longer obtains. Equal pay for equal work is the only equitable policy for employers to follow.

It is perhaps characteristic of the woman in industry, however, that she should be interested first not so much in obtaining equal wages with men as in bringing about improvements in working conditions. Into the factory woman has taken her ancient instinct for keeping the home, and the experts in the Women's Bureau tell me that many is the reform she has won from backward employers.

The working woman has got after unsanitary and badly lighted workshops. She has refused to sit in health-wrecking postures. She has fought for the risk of accident, of fire, of inhaling poisonous fumes and dust. Usually employers have been quick to see the lowering of a worker's efficiency through defects in factory management, yet nevertheless full credit goes to the women for enforcing many an improvement of no less benefit to the masculine worker. In



When did woman ever escape her share, and a heavy share, of toil in the human family?

many such ways they have materially aided in giving American industry a needed house-cleaning.

What they will ultimately accomplish in breaking down the fixed and deep-seated habit of regarding women's work as of essentially lower value than that of men remains to be seen. That is a prejudice that will probably resist them to the last. But I hope, as much for the sake of business in general as for the sake of the women themselves, that they do succeed in winning equality in wages for equal quality of output.

But a business man must be dense indeed not to see what a stimulus business in general would receive from even a slight increase in the purchasing power of women. They ought to have more dollars to spend. The extra millions paid them would begin as well-earned wages; they would end in profits to business itself. The whole argument for a liberal wage is simply this, that it enables our millions of workers to buy back the products they themselves make, with a profit to the employers. And women should have their just share of what they contribute to the national wealth.

The stock protest against better wages for women used to be that woman's work was of a temporary or emergency nature, that every woman's aim was a home, and that she worked only until she had obtained one. Because of this her interest in her work was less, her work suffered in consequence, and was not worth the wage paid to a settled and dependable man. The argument is riddled every day by the facts referred to me from the Women's Bureau.

The Helpful Women's Bureau

CASES of the most heroic and moving nature are constantly discovered by the experts in the Women's Bureau—instances of a woman's turning to employment in order to help a brother through college, or help an ambitious husband that he may "get somewhere."

One's mind cannot dwell on this employment of so many millions of our women and girls without thought as to what must be the effect on the physique of our womanhood. As every woman is a potential mother, what must be the effect on the nation and the race of this strain from daily toil?

The answer is that in all but the exceptional instances there is no effect whatever except perhaps for the good. The work that woman does today is no heavier than the work she has always done; if anything, it is lighter. Here and there the woman worker may work unduly long hours or under unwholesome factory conditions. In the main the women interviewed are frank to say that work in factory or store is less a strain on their physique, their patience and their nerves than is household labor.

But what of the social effects of this remarkable exodus of women from the home to the workaday world? If nearly a fourth of our womanhood has taken up independent occupation, what of the

American home? Again the answer is reassuring.

The home remains pretty much where and what it has always been, except that it is better supplied with funds, is better furnished with the comforts of life, and is therefore apt to be happier than ever. It is recorded fact, as we learn from the Women's Bureau, that sometimes the wife who takes to a job has driven her husband to divorce. Yet this movement of women into wage or salary earning was, from an economic standpoint, inevitable. And I have the firmest belief that in the end it will turn out to be a social as well as an economic betterment.

Higher Living Standards

IN viewing this phenomenon of women at work, the state of our times must be kept in mind. The cost of living has risen since 1913. It is true that wages and salaries likewise have risen. But life today offers us many more interests than did the life of fifteen years ago. More enjoyments are available. Women especially are devoting more money and care to their personal appearance.

The standard of life has risen rapidly, and we all demand to enjoy that standard. On the most modest wage, the girl in office or store will have her silk stockings. Many find life impossible without a motor car. They want the enjoyments of the theatre, the picture house, the radio, and a hundred other such. All this costs money, and the income of the average father no longer buys them all. In homes where he remains the sole provider, there are apt to be unsatisfied longings for those pleasures that all others appear to possess. Domestic unhappiness may be the consequence.

I will venture the statement that this sort of discontent will wreck a hundred homes for every home foolishly disrupted because the woman in it has taken a job that will help her to get something better from life. The woman who works is far more apt to be a good companion to her mate than is the discontented wife.

Here and there is discovered the husband or father who thinks his dignity suffers because the women of his household have taken some useful and paying occupation. Such men must learn to realize that we are living in a new day amid new conditions, and they may as well adapt themselves. In my estimation there can be no turning back.

9,000,000 Gainfully Employed

AS I see it, the probably nine millions of American women now engaged in fruitful occupations are enriching their country by their toil, their skill, the general contribution of their effort. They are enriching themselves in mind and vitality even more than in purse. And they are enriching life itself by being happier at their work, where unproductive idleness might leave them soured and discontented.

But there is one thing that I want to say to these women themselves. They, too, have their responsibilities and obli-

gations to the country. Those millions of our women are able to find profitable occupations because their country did them, as well as the man, a stroke of kindness—and I doubt if many have noticed it, much less appreciated it. Six years ago a law was passed, the most important, I am convinced, in the past half century. That law is the one restricting immigration.

Before that law was passed this country had received for a long period alien newcomers without restraint, sometimes at the rate of a million or more a year. If this had been allowed to go on, I tremble to think of the economic state that we should now be in.

Restrictive immigration was bound to have come, in time; but a time of severe depression quickened its passage. In the year stretching across half of 1921 and 1922 we suffered a business recession that threw more than five million people out of work. It was not long after the great war, and hundreds of thousands of persons in other lands were yearning to escape even worse conditions at home. Their eyes were on America.

Threat of Surplus Labor

IF this threatening tide of immigration had been allowed to enter here, the ranks of our unemployed would have swelled to staggering proportions. It might well have been that we never should have recovered and got them all employed. The country might have been loaded down with a permanent unemployment problem. Business depression might have become a settled condition. And our women, in the fierce competition for employment sure to have come, would have fared even worse than our men.

Fortunately our country saw the danger in time, and in time acted to avert it. And to the fact that the danger was met, effectually and in season, we owe these reasonably prosperous and happy times of today. I am for restricted immigration not only to save our racial stock from too much dilution. I am for restricted immigration chiefly for economic reasons.

I believe in caring for the men and women already here before we bring in others. To have let in millions of people from abroad would have been to perpetuate a frightful wrong on those people themselves. We should have condemned them to joblessness and suffering.

We want in America only so many as can be usefully and profitably employed. That is the present condition in the country. It is one reason that partly accounts for the fact that about nine million American women have their usual work to do, and the weekly pay-envelope that means so much to them.

The country has seen to it that our women workers as well as the men have their gainful occupations and are made secure in their opportunities. While at present we have a measure of unemployment, that is gradually correcting itself, and meanwhile it hits the women no harder than the men.

Election night is more than a matter of returns; it is an American institution



Horse, Foot-and Torchlights

By RAYMOND WILLOUGHBY

WORDS from radio receivers all remind us that modern presidential campaigns are as political as ever. But there the parallel with the past stops: While appeal is made just as vociferously to the ear, the eye finds no sizable counterpart of the torchlight parades that gave distinctive local color to the issues of the long ago. Progress and practicality have bleached out the picturesque. Even the partisan stomach is denied the traditional perquisites of barbecues and burgoos.

Electioneering is developing a technic too methodical to retain the old-time hurrah. The spirit of "whoopie" now flourishes at Hollywood and in the colleges, but apart from their periodic emotionalism, the idea of carrying a banner or whanging a drum seems as old-fashioned as a minstrel show.

In the nineteenth century political



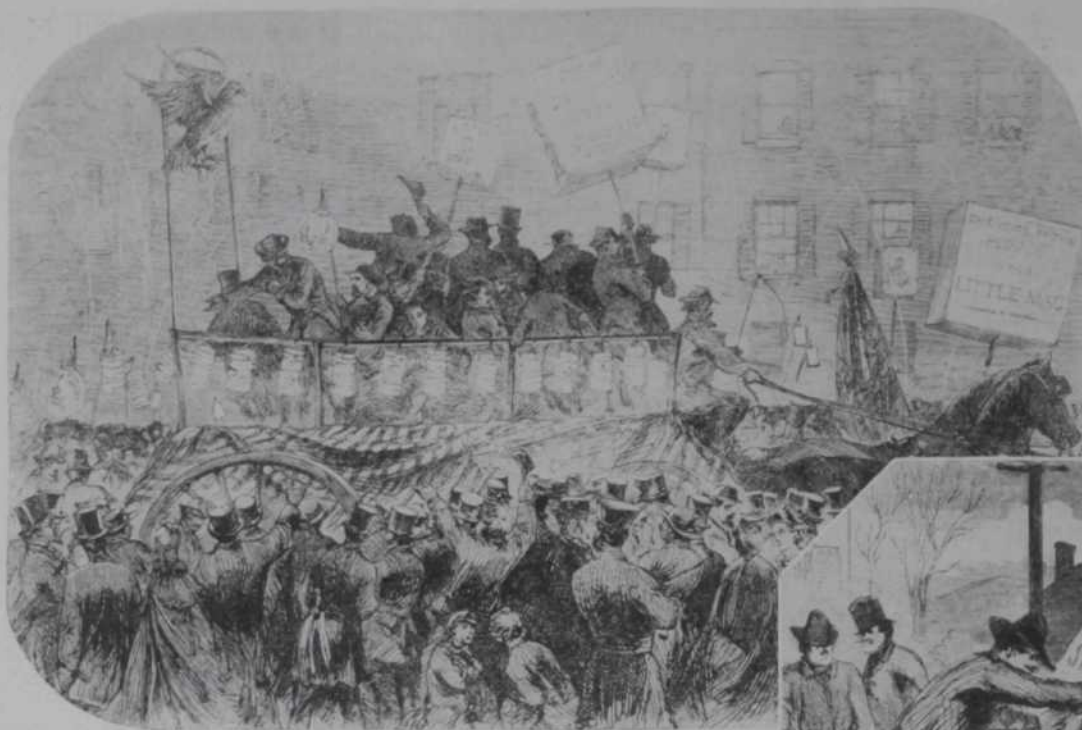
Women were active in politics long before they received the suffrage. Their presence at the polls in the election of Garfield and Arthur was a matter of public interest

sound and fury were brightly uniformed and regimented. Politics went a-marching in oil cloth capes and gaudy headgear. What matter that young America of that day lugged the mottoes of rival candidates with equal enthusiasm.

It is a compliment to the intelligence of our own times to believe that the general level of education has risen to a demand for campaigns illuminated with reason rather than with red fire. That assumption helps to explain the eclipse of the stump-speaker with the loud-speaker. It helps to measure the advance of political strategy from hiring the largest hall to hiring the biggest radio "hookup."

Party leaders have been quick to read the signs of the times, and the evidence of their interpretations is apparent in the drafting of business brains to promote organization and education among the voters.

When the old-time bosses asked



General McClellan's supporters made the most of their wit and humor in poking fun at Lincoln. Illuminated floats and transparencies were characteristic features of the parades. Party wheel-horses were realities then

business to sit in the party councils, it was chiefly for its ability to make up a deficit. Now, business is recognized for the useful quality of its leadership, and it does not seem presumptuous to conclude that our political economy is far less "political" because of the active leaven of citizenship provided by the business community's genuine concern for the public interest.

Even the rallying cries of the opposing camps now reflect a business-like brevity. Certainly, an age that makes a ruling fetish of split-second performance is not likely to do even lip service to the attenuated catch words of less accelerated times.

"Who but Hoover" and "All for Al" seem only half-portion slogans when compared with the rolling periods and rhythmic chants of earlier partisans. A century ago "Old Hickory" was hewing his path to the presidency to the rousing refrain:

Freemen, cheer the Hickory Tree;
In storms its boughs have sheltered thee,
O'er Freedom's land its branches wave,
'Twas planted on a Lion's grave.

Of course, that song alone did not win the election for Andrew Jackson. Of General Harrison's success against Van Buren it could be truly said that he was sung into the White House. Some of the flavor of the political amenities survives in these lines:

We marched through the streets of
Columbus,

In ward politics "getting the boot" might mean separation from the pie counter or being caught in a local landslide



With torches flaring and drums beating, these "Boys in Blue" provided a noisy accent in the campaign of Hayes against Tilden



ILLUSTRATIONS FROM
FRANK
LESLIE'S
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NEWSPAPER
AND
HARPER'S
WEEKLY



A full-size locomotive, brightly bedecked and belching smoke, enlivened the parades of the Harrison and Morton Republican Railroad Club in Indianapolis. Lanterns signaled clear track to the teamster

Losses of election bets have provided some strange and wonderful spectacles. A bit of the grotesque humiliation self-administered after the campaign of 1888 is revealed in this scene on the Brooklyn bridge



Voting was a solemn business in 1844. Ballots for Clay and Polk were cast under the scrutiny of election officials. Morality was bolstered with a reward for evidence of illegality.



And bravely we tramped the mud through,
To show all the silk-stockinged gentry
How we'd stick to Old Tippecanoe.

Plain spoken and blunt in their sentiments, as became the supporters of a soldier, the cohorts of General Harrison left no doubt of their meaning when roaring this peremptory command:

Make way for Old Tip! Turn out, turn out!
Make way for Old Tip, turn out!
'Tis the people's decree,
Their choice shall he be,
So, Martin Van Buren, turn out, turn out!
So, Martin Van Buren, turn out!

Luminous footnotes in our party history were written in other campaigns. The texture of their times took a brighter hue from the marching partisans of "Free soil, free men, Fremont," from the "Buchanians," and from the "Wide Awakes." Nearer our own times is the campaign chantey of Blaine marchers:

Blaine, Blaine of Maine!
Blaine, Blaine, James G. Blaine!

and for exultation in impressive brevity, this Democratic ditty needs no drum to sound its sufficiency:

Grover! Grover!
Four more years of Grover!
Out they go, in we go,
And then we'll be in clover!

Earlier generations, it seems, attuned the whole body to the issues of their times. They put their best foot forward, and tramped up and down the land for the great cause. Politics is still in the air, of course, but the citizen of this day can switch it on or off. Nowadays the leg work is all done by the politicians.



Cart-tail oratory gave a picturesque quality to the campaigns in the tenement district of lower New York. Derbies and fedoras turned out to welcome the high hats from uptown. Torch lights flickered gaily

When New York capital spurned R. E. Olds, shown here at the wheel of an early Reo, he returned to Detroit and helped to establish the motor capital of the world



BROWN BROS.,
N. Y.

A City Seeks an Industry.

By LAWRENCE G. KING

ONE of the "money barons" of the McKinley era sat in his New York office one day in the last 'nineties listening to a western business man tell how he had built a horseless carriage and how he was planning to build and market others. While the westerner talked the capitalist appraised him critically and mentally noted that he was under forty, which is young but not too young. As the conference came to a close the great man said, "I like your ideas. Find a suitable factory site over in New Jersey. Then come back and see me."

With characteristic directness the young man went from the office to the Jersey flats and began an intensive search which a few days later resulted in the discovery of several acres with suitable rail-

THE motor car industry came to Detroit a wanderer looking for someone to give it aid and encouragement but aviation is an invited guest

road and shipping facilities. He then sought the financier, who was delighted with the news of the discovery and talked with a fine enthusiasm that promised well for the future. Then followed day after day of procrastination and indecision intermingled with encouraging talk that held no definite assurance of financial assistance.

The westerner finally grew weary of the waiting and tired of the sidewalks of New York and started for his home in Lansing, Michigan.

The young man New York spurned

was Ransom E. Olds, pioneer builder of automobiles and with him he carried away from New York the greatest industrial opportunity in all the ages of history.

That financier liked Olds but he did not have the imagination to realize the immense possibilities of the horseless carriage. Therefore he did not invest the few thousands of dollars needed to make the automobile a success and thereby make the Jersey shore the center of the world's automotive industry.

Disappointed but not discouraged R. E. Olds stepped from the train in Detroit in a fine mood to tell someone about his New York experiences. In the station he met S. L. Smith, the man whose quick decision was destined to have such a far-reaching effect on American economic



The modern airplane has added a new dimension to the popular belief in the broadening effect of travel

FAIRCHILD

for Economical Transportation



The clutch throwout bearing is inspected six times to assure smooth operation



Every valve must pass many exacting inspections with precision gauges



Every flywheel must meet precision limits set by five delicate gauges



A Chevrolet drive shaft receiving the Brinnell test for hardness



Dies are made by master craftsmen with the skill of watchmakers



Tests with highly sensitive gauges assure extreme accuracy for Chevrolet gears

Giant hammers do the work of skilled metallurgists in drop-forging quality into Chevrolet crankshafts

Marvelous Machinery to Achieve "Quality at Low Cost"

Great batteries of giant machines that do the bidding of skilled operators with almost human ingenuity . . . precision gauges that measure the accuracy of parts to the smallest fraction of an inch . . . testing devices that reveal with unfailing dependability the quality and fitness of metals—nowhere in all the world will you

find more marvelous factory facilities than Chevrolet has provided to carry out the promise of its world-famous slogan, "Quality at Low Cost." This magnificent equipment has made it possible for Chevrolet to achieve spectacular progress—progress that promises to attain even greater heights in the future.

CHEVROLET MOTOR COMPANY, DETROIT, MICHIGAN, Division of General Motors Corporation

Q U A L I T Y A T L O W C O S T

history. To him Olds told the whole story beginning with his boyhood in Ohio and the move to Lansing where Olds built the first gasoline horseless carriage in 1886 and four years later organized Michigan's first automobile company, and continuing with the story of the Olds gasoline engine, the subsequent horseless carriages and finally of the unsuccessful trip to New York in search of new capital. In telling of that eventful meeting Olds said reminiscently:

Motors Helped in Detroit

"WHEN I had finished my story Smith said enthusiastically, 'You stay right here in Detroit. I will help you.' That promise sounded pretty good to me and I stayed."

"S. L. Smith was as good as his word and thanks to his efforts the money was raised and we built Detroit's first automobile plant, the Olds Motor Works. In that old plant Chapin, Jackson, Maxwell and others who later attained fame and distinction in the motor world worked with me."

"It was there that I met Henry M. Leland, the steel maker, and Henry Ford, who then worked at the Detroit Edison Company for about \$1,000 a year. Ford would drop in at the factory from time to time, and in those days I formed a friendship with him that almost resulted in the consolidation of our companies in 1908."

With a knowing smile New York spurred the helpless infant motor industry and gave its father only tolerant encouragement when he needed cash. A few days later Detroit adopted the waif, gave it financial nourishment and immediately the infant began to prosper and grow strong. The famous curved-dash Oldsmobile was an immediate success.

A few short years later the once homeless infant was an industrial giant rewarding its benefactors with fortunes beyond their wildest dreams. Where a quiet residential city had been, the giant built modern Detroit which is one of the world's greatest industrial centers with a population of almost two millions, and it transformed the little towns of Pontiac, Lansing and Toledo into thriving, busy cities.

After Olds had built his factory the influence of other men began to be felt in the new industry. Henry M. Leland was a machine expert, a maker of high grade steels and a builder of marine motors. He invented the V-type motor, founded the

Cadillac and Lincoln and contributed to the industry one of its most fundamental factors, interchangeable parts. Henry Leland told how a whim of fortune had something to do with his arrival in Detroit.

"I left the East in search of a suitable site for a machine shop and foundry," he said. "The very day that I decided to locate in Chicago the Haymarket riots broke out. Such anarchy was too much for me and I immediately left for Detroit, where we founded our Leland-Faulconer foundry. We made steel for Olds, Pierce and other early automobile men and about

actually ran, but friendship had much to do with their eventual success. There was no money available from the usual sources of capital for the manufacture of their "freaks" as the early cars were called, and the pioneers themselves were men of very limited means. Fortunately for themselves and for the motorists of today the early builders had made friends who were also poor but who had the courage of their convictions.

In the face of the ridicule of the public the pioneers and their friends scraped together a few thousand dollars, pledged their credit, assumed all the risks and did

all the work of establishing the first manufacturing companies.

Those ambitious independent men from the everyday walks of life attracted to themselves workmen of similar characteristics, and from the early days of the motor industry peace and friendship have prevailed between capital and labor in Detroit with resultant prosperity to both.

After the war the world regarded aviation largely as a toy for warriors and thought of flyers, as men who placed little value on their lives. The public had little faith in commercial flying and the few far-sighted men who did were classed as visionaries and dreamers.

But in Detroit there were men who had done much toward the perfection of the automobile and had been richly rewarded for their efforts. Though years had passed since they dreamed their great dreams of hundreds of thousands of motor cars that were to be, they still remembered the thrill and romance of those earlier years.

When they heard the infant aviation industry crying aloud in the wilderness of our unimaginative intellectual Sahara, they were not unmindful of another day only a quarter of a century past, when New York scorned a young man who believed in horseless carriages, and they resolved to shelter the helpless infant. A few men of courage and imagination succeeded in inducing the leading industrial, business and professional men of Detroit to father the new industry.

A meeting was called and the seventy-odd men who attended were representative of the technical, industrial and financial resources of the city. Those present knew from personal experience, and the spokesman emphasized with considerable frankness, the early difficulties of the automobile and what the automo-



BROWN ERDS., N. Y.

A SPACIOUS and comfortable office in the air, ever quick to use a better facility or a better method, business has literally taken wings in its concern to save time. Along with its blessing of mobility, air transport gives the office staff opportunity to put the familiar report, "He's in conference," on a higher plane

that time began to build engines for motor launches which were becoming popular. Our work required men of the highest caliber and we paid good wages to get them. In fact we paid a higher wage than the unions permitted their men to earn at that time.

"Skilled men having a good shop, high pay and opportunity for advancement as they did, and still do in the motor industry, have no reason to unionize. I think that, next to the contributions of such men as R. E. Olds, the fair-mindedness of Detroit labor in its relations with its employers is in a large measure responsible for the phenomenal growth of the industry and this community."

Cars that Actually Ran

HENRY FORD developed his light car for the masses and Chapin, Coffin and Jackson left Olds to found the Hudson-Essex. Maxwell began to build the car that bore his name and other pioneers put cars on the market.

Courage, untiring perseverance, imaginative mechanical ability and hard work enabled the pioneers to build cars that

Why are most big successes made with the help of somebody else's ideas?



WHO made the most money—the man who discovered the gasoline engine or Henry Ford?

Who reaped the bigger profits—the prospectors who discovered the oil resources of the United States or John D. Rockefeller?

Most business successes are made on other people's ideas. Why? Because the discoverers of new ideas often lack the business ability to cash in on those ideas. And because no single brain is big enough to create all the ideas necessary to build up one of our complex modern industries.

A man doesn't have to think up new ideas in order to make money. The average man can make rapid progress if he will only help himself to the gold mine of ideas which other men have thought up for him.

Mind-spurring ideas

To forward-looking men the Alexander Hamilton Institute offers a service of real value—a service which, among other things, includes 5,271 practical business ideas.

Profit-producing ideas, business-build-

*Here are 5,271 ideas that will
increase profits in your business*

ing plans, ideas on finance, on accounting, on office methods, on credits and collections, on factory management, on advertising and sales promotion.

These ideas are gathered from the most successful men everywhere. They are continually being renewed and expanded. They are sent to you in the form of a Course and Service.

But that is only half. The Institute gives you more than ideas—it gives you the fundamental principles behind the ideas. You learn not only what to do, but *why*.

The Course creates in you a clearness of vision and a maturity of judgment that come to many men only after decades of hard work. You are given in concentrated form the practical experience of thou-

sands of the most successful business men.

Some men learn early in life to profit by the experience of others. To these men is given the joy of succeeding while they are yet young. Other men learn only by their own hard experience. These men postpone success indefinitely.

Send for the facts

A book called "Forging Ahead in Business" tells all about the Modern Business Course and Service. It tells what the Institute has done for 358,000 men. It explains why 45,787 corporation presidents have taken the Course. It tells how busy men can profit by the ideas in the Course even without taking time to read it in detail.

Are you anxious to make the most out of each passing year—the most in progress, in growth and achievement? If you are, you can't read this book five minutes without saying to yourself as thousands of other men have said, "Here is what I have been seeking!" The book is yours for the asking. Send for it.

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bile had done for the world, for Detroit and particularly for those present.

They were of the unanimous opinion that flying is the next logical step in the advance of transportation and that the future of it doubtless exceeds the limits of imagination. To pioneer in the new industry they agreed to unite and make their investments in the spirit of a donation to a worthy cause with no expectation of dividends.

The first step was to eliminate "wild-cat promoters" and fake aviation stocks from Michigan. Many prominent Detroiters will not talk for publication or permit their names to be used because they sincerely fear that unscrupulous promoters will make use of their names in aviation stock-selling schemes.

Assistance for the Deserving

COMMITTEES studied every phase of the new industry including the character and reputation of every inventor and the technical features of his project. If a man and his idea stood the careful scrutiny technical and financial assistance were generously furnished.

As evidence of the way in which Detroit has gone into the new industry—some call it a new industrial era—there is the magnificent Ford Airport and Factory, the Stinson Company, the Stout Airways, the Buhl Company, the great Aircraft Development Corporation and many others whose stockholders are to be found in the blue book of industry.

More than twenty millions are invested in the manufacture and operation of aircraft in Detroit. This does not include concerns devoting only a part of their output to aviation.

A study of the airways of the United States shows that Detroit capital is invested in 45 per cent of the total operating mileage of the lines that span the country from coast to coast, and from Canada to the Gulf, and in more than 60 per cent of the heavy traffic lines. Detroit has several well-equipped, privately-owned airports and the city is spending two million dollars for a municipal airport, but the selection of the site has been delayed by political juggling.

When the Fords decided that it was time to get into the air their characteristic energy converted a wilderness into one of the world's finest airports in the brief space of a few weeks. They bought outright the company, composed of many leading Detroiters, that was building the Stout all-

metal plane and Edsel B. Ford donated the beautiful trophy for the National Reliability Tour for Airplanes.

Referring to his interests in aviation R. E. Olds says, "I invested in aviation because it, like the automobile, had to go through the pioneering stages. I have pioneered and know what it means. Detroit and Lansing are making the same contributions to the advancement of aircraft that they made to the perfection of the motor car.

"To my mind the most important factors in the remarkable progress of aviation are the men who are active in it, the engineering laboratory, the availability of high-grade materials and skilled mechanics working under open-shop conditions. The modern motor and the laboratory are two advantages that the automobile did not have in the beginning."

Edward S. Evans is an inventor, transportation expert and millionaire aviation enthusiast who believes that a knowledge of the real fundamentals of flying should be founded on the art of gliding, which is flying a motorless plane. German experts have been able to remain aloft more than 14 hours and to attain an altitude of 2,000 feet in gliders. To stimulate an interest in that art Evans has donated a valuable national trophy and 48 state trophies to be competed for annually by American gliders.

"Two years ago," says Evans, who held until recently the record for 'round-the-world-flight in twenty-eight and one-half days, "there was not a commercial plane in the United States capable of a safe transcontinental flight. Today there are

many well-built planes with well-appointed, heated cabins in which I may fly from coast to coast in 36 hours with much less fatigue than the railroad journey causes. That is the progress that we have made in two years and the reason why I am interested financially in aircraft production and operation."

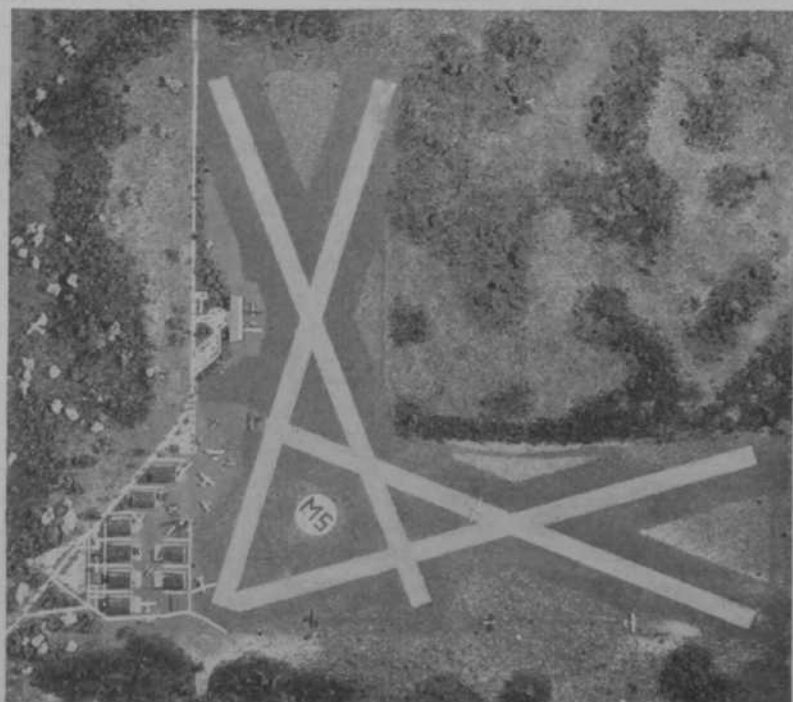
The president of the Detroit Edison Company is Alex Dow, a native of Glasgow, who came to this country when a boy and advanced steadily until today he is one of the leading engineers of the country. He is also chairman of the technical committee of the Aircraft Development Corporation which is spending many thousands of dollars in lighter-than-air research and construction at its hangar on Grosse Ile.

Airships Make Long Flights

"THE airplane is already a unit of our transportation system," says Dow, but I foresee a time not far distant when the long ocean flights will be made by huge lighter-than-air craft, the dirigibles. Down at Grosse Ile some of us are building a small all-metal dirigible, the MC-2, for the United States Navy. It is the first ship of its kind and we expect it to be the forerunner of giant airships whose metal sheathed hulls will withstand the pounding of the severest storms just as ocean liners do. The airship like the liner will combine great size with high speed, comfort and a cruising radius of several thousand miles. As long as such a ship has air-space in which to maneuver it will be perfectly safe in any weather."

Col. Jesse G. Vincent, vice president of the Packard Motor Car Company, a pilot and an engine expert of international note, says emphatically, "Aviation is here and it needs light reliable engines on which you can bet your life. That is why I am interested in it and that is why this company is studying and building motors."

The M. of the old E. M. F. car is William E. Metzger, who became the first automobile dealer in the West if not in the country in 1899. He was one of the founders of the Cadillac and is now interested in a number of aviation concerns. "Bill" Metzger says, "To those of us who were closely identified with the bicycle and motor eras with their contemporary developments in rail and water transportation, aviation is logically the next step. We believe that aviation will do as much for Detroit as the automobile did, and we certainly have



© AMERICAN AIRPORTS CORP., N. Y.

AIRPLANES like trains require terminal facilities. Equipped with runways and landing spaces, hangars, shops, refreshment places and storage rooms, the airport invites passenger travel and freight traffic. Eyes in the sky know them by their marks

Some
Users of Oakland
and Pontiac Sixes
for Business
Purposes

Wilson & Company
Chicago, Illinois

The Celotex Company
Chicago, Illinois

Ins. Co. of North America
Philadelphia, Pa.

G. H. P. Cigar Company
Philadelphia, Pa.

The Cudahy Packing Co.
Chicago, Illinois

Kraft Cheese Company
Chicago, Illinois

Winchester-Simmons Co.
Philadelphia, Pa.

Am. Mutual Liab. Ins. Co.
Boston, Mass.

Allied Chemical & Dye Corp.
New York City, N. Y.

American Radiator Co.
New York City, N. Y.

John A. Roebling's Sons Co.
Trenton, N. J.

Standard Oil Co. of N. Y.
New York City, N. Y.

Western Union Tel. Co.
New York City, N. Y.

Continental Insurance Co.
New York City, N. Y.

American Gas & Electric Co.
New York City, N. Y.

Stone & Webster, Inc.
Boston, Mass.

Munsingwear, Inc.
Chicago, Illinois

BIG BUSINESS *and the* PONTIAC SIX

CONVINCING proof of Pontiac's unmatched value is revealed in the growing preference which hundreds of large American corporations are displaying for this famous General Motors Six.

At the left appears a partial list of the companies that are using Oakland or Pontiac Sixes for business purposes.

The list of Pontiac fleet owners already constitutes an impressive endorsement of the Pontiac Six by Big Business — because Big Business buys on a hard-headed, unsentimental basis of dollar-for-dollar value.

More and more, business users are recognizing that no other car selling as low as \$745 provides such sturdy power and long-lived stamina . . . such economical performance . . . and such prestige-building style as does the Pontiac Six. And no other car near its price equals Pontiac's excellent resale value, which results in low depreciation.

If you are using automobiles in your business, the fast growing list of fleet owners offers ample reason why you should consider the Pontiac Six. Write our Fleet Department for complete data and also for details of our attractive Fleet Owner's Plan.

OAKLAND MOTOR CAR COMPANY, PONTIAC, MICHIGAN

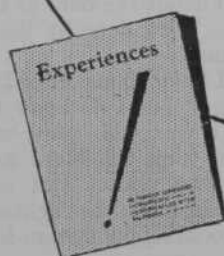
From some of the largest corporations in the world and from many smaller firms, letters have come in by the hundreds, asking for copies of the book, "Experiences of Various Companies in Handling Automobiles with Salesmen" . . . The book includes three general sections: "Who Buys the Car—the Company or the Salesmen?"; "How are Operating Expenses Handled?"; and "Developing a Plan of Operation" . . . If you are interested in this book, or in Oakland's plan for cooperating with fleet users to reduce sales cost, send in the coupon below.

This Book sent upon request
— Mail the Coupon

OAKLAND-PONTIAC

PRODUCTS OF

GENERAL MOTORS



Oakland Motor Car Co., Dept. K,
Pontiac, Michigan.
Gentlemen:

Please send me a copy of the book, "Experiences of Various Companies in Handling Automobiles with Salesmen." Tell us more about your fleet user's plan.

(Name) _____ (Company) _____

(Title) _____ (City) _____ (State) _____

the facilities to develop every kind of aircraft."

Howard E. Coffin, of the Hudson Motor Company, and Attorney Harold H. Emmons have been described as "the step-fathers of aviation." Coffin was a founder and first president of the National Aeronautical Association and a member of the President's Aircraft Board which formulated the five-year program of aeronautical development for the United States Navy.

Before the war threw Emmons into motor production he had attained a reputation as a member of the bar. He is now interested actively in the National Air Transport Company, the Aircraft Development Corporation and many other

manufacturing and operating concerns.

"War work opened my eyes to the value of aviation," he says. "Though it is a fine weapon of offense and defense that is not its greatest value. The world needs a safe, clean, swift method of travel over land and water to supplement existing transportation. All the centuries of known history were required to produce rail, water and motor transport. In view of the progress man has made in the few short years man has been flying, who can imagine the future of it?"

Cold facts appeal to bankers. They are conservative and not given to undue optimism unless there is a reason for it. In business matters they usually have the last word and it is therefore fitting that one of

the country's leading bankers, Frank W. Blair, President of the Union Trust Company of Detroit, should have the last word here.

"I belong to a flying club and like to use a plane," says this gray-haired banker. "In a business way I am interested in both the production and operation of aircraft. Because our first small plane was not equal to the tasks imposed upon it, the bank bought a cabin monoplane which enables our officers to save time and arrive at their destinations much fresher than they could otherwise. Here in Detroit we believe that aviation is now a business requiring nothing more than good engineering, sound organization and efficient management."

One Reason for High Selling Costs

By a RETAIL DRUGGIST

MY name doesn't matter. I am just an ordinary retail druggist. Maybe I am a little out of the ordinary because my store continues to pay profits which are quite satisfactory in spite of the multitude of chain and other cut-price stores which are operating today in Philadelphia.

In order to stay in this fortunate position I have to be putting new ideas constantly into my business. My wide-awake competitors are doing it all the time; if I don't do likewise I'll soon be left behind in the race for business.

That is why I make it a practice to get away from the store at least one or two days every week. I spend this time traveling around Philadelphia and nearby cities seeing what other retail merchants are doing. Naturally I am always on the alert for new ideas which look as if they could be used profitably in my business.

Although I am a druggist I don't confine my attention exclusively to drug stores. I find that stores not connected in the remotest way with retail drugs often produce ideas which can be adapted to my own use.

In this frame of mind I passed recently the store of a prominent Chestnut Street stationer and printer. Glancing casually at his window displays my eye was caught by a booklet shown there. The title of this booklet was "Druggists' Records That Talk."

The sign in the window extended a cordial invitation to step inside and get a free copy of the booklet.

I went in, little knowing what turmoil and confusion my simple request would cause. All the salespeople were busy when I entered so it was some minutes before any one paid attention to me. Finally, stopping one on his way to a cash register, I asked him where I could get one of the booklets displayed in the window.

He was polite enough but the blank expression on his face showed that he didn't have the faintest idea of what I was talking about. As he hurried on he vaguely suggested that I might "try" at the counter across the way.

Imagine! A free booklet prominently displayed in the window, a booklet which was part of the selling plan for a bookkeeping system which probably cost \$50 to \$100. (I don't know to this day what the Irving-Pitt system described in this booklet does cost because no one has ever taken the trouble to tell me.) But to go on with my story.

At the second counter, however, I did get a little action toward the final fulfillment of what seemed to me a perfectly ordinary request. Another functionary known as "Dad" was loudly summoned and to him I stated my request for the third time.

"Dad" apparently was general handy man and porter but he at least knew what I wanted. Straightway he disappeared down a stairway behind the counter; he was on his way to the cellar.

Skeletons in Store Cellars

DAD emerged triumphant exactly fifteen minutes later. Having been in quite a few store cellars myself I knew the reason for Dad's triumphant look. It is a wonder anybody ever finds anything he looks for in most store cellars.

I thanked Dad for his trouble and stood expectant, waiting for him to say something more. No, not a word, not a polite inquiry as to whether or not I would like further information or explanations. No inquiry as to my name and address. Nothing. Quite evidently the store felt that giving me a booklet was trouble enough without bothering with these other details.

Perhaps people who are familiar with the business will say the inquiries of the

kind I made are usually handled by outside salesmen who, from daily contact with customers, know what it is practical to sell to these customers. They may say, too, that it is unreasonable to expect a salesperson behind a counter busy all day selling rubber bands and 10-cent writing tablets to be prepared and ready instantly to launch into a high-powered selling talk on a complicated item which sells from \$50 to \$100.

But I venture to say that if the Irving-Pitt Company were to put advertisements in magazines offering a free copy of this booklet to all who asked for it, the resulting inquiries would be handled somewhat more systematically and expeditiously.

If the booklets are to be offered free in the window, have them readily available in the store. Then when someone inquires, I don't see why the salesperson couldn't say they were keeping a register of all the people to whom the booklets were delivered. If the inquirer shows interest at the time, it shouldn't be a difficult matter for the salesperson to conduct the prospect personally to some one of the store's outside salesmen or executives who happened to be available.

Perhaps stationers feel that these store inquiries about which I have had so much to say were only a drop in the bucket anyway. No doubt the bulk of the selling effort was being done by the store's outside salesmen.

Of course I have no means of knowing how true this is, but I do know that an outside man from this store has been calling on me from this store regularly for at least two years. But never in that time has he made the slightest mention of the bookkeeping system his store handles.

Maybe some of these complaints about the high cost of selling could be eliminated by the complainants themselves.

Burroughs Electric Calculator

\$300

DELIVERED IN U. S. A.



*Make
this test*



Run a finger lightly and rapidly along the row of "9's" (normally the hardest keys to depress on any key-driven calculator). Try to make a "9" register anything on the dial except a "9". Then compare the pressure on the "9" key with the pressure on the "1" key; note the pressure is the same. Try these tests on any key-driven calculator and compare results.

This electric calculator has a light and uniform touch for all keys that greatly increases speed.

The key stroke is unusually short and exactly the same for all keys. Depressing the key actuates the motor; the motor instantly completes the operation. Each key invariably registers its full key value in the dials. The operator cannot short-stroke or otherwise misoperate a key.

With this light and uniform touch for all keys and the motor doing the work, there is less operator fatigue and more production per operator.

Call the local Burroughs Office for a demonstration.

Burroughs

6152 SECOND BOULEVARD DETROIT, MICHIGAN

Dozens of countries contribute components to the pill. Dozens more contribute labor, transportation, skill. Thousands of hands, of every color, help to bring together its ingredients

Combing the World for Drugs

By MORTIMER BYE

Vice President, The Wm. S. Merrell Company, Cincinnati

Decoration by Iris Beatty Johnson

THE next time you take a pill, give a thought to the League of Nations. Forget its political significance, and think of many nations, large and small, working for a common cause. The time will then be ripe for such meditation, for nothing short of such a league will then be at work for your good.

Let's take such a pill now, figuratively speaking, and analyze it to find just what manner of men and soils and labor are to be found inside its little sphere.

Within its walls is testimony to the effect that bronzed nomads of the Sudan gathered the fruits of the colocynth, dried them in the sun, and took the product by camel or truck to Cairo, whence they may visit London before coming to America. Possibly a similar shipment, with the Holy Land as its origin, may be mixed with it when the pills are compounded in some American pharmaceutical supply house.

The next ingredient is aloes, which may have come from the Island of Socotra, off the East Coast of Africa, or from Zanzibar, or Arabia, or even from Curacao in the Dutch West Indies.

Ceylon, Malabar or Mysore may have furnished the next component, cardamom, a Far Eastern herb introduced in many medicines to aid or regulate the effect of the principal ingredients. To locate the birthplace of the next factor, ipomoea, we must skip around the globe to neighboring Mexico, to which it is indigenous. Italy, Spain or Corsica, the Philippines, possibly California, may have produced the olive oil necessary for the soap base of the pill.

Mercury for the calomel will have been produced by Colombians or Chinese, or even have traveled from New South Wales to its American market. Mexico contributes another of the necessary therapeutics to this same little pill in jalap, which gets its name from Jalapa, in the state of Vera Cruz. For the little residue of our common little pill, we must trace back to the Far East, to French Indo-China, and Siam. This last is gamboge, a bright yellow resinous powder.

This is but one pill, yet dozens of countries contributed some part. Dozens more contributed labor, transportation, skill. One man mixed it finally, but thousands of hands took part in its preparation.

If such is the story of one well known pharmaceutical product, imagine the romance and tragedy, the journeys and the dangers in strange lands, the collecting, the bartering, the sorting, the curious forms of transportation, the preparation, blending, extraction, curing, compounding and manufacturing that has taken place to stock a druggist's shelves.

The collecting of drugs and using them for ailments is probably the world's oldest profession

This collecting of drugs and using them for human ailments is probably the world's oldest profession. Four-thousand





SUNDAY
Plenty of time



MONDAY
Hurry up



TUESDAY
Feeling fine



WEDNESDAY
Out of sorts



THURSDAY
On the train



FRIDAY
Hot Water



SATURDAY
Cold Water

Every Day

you give your razor a different job to do

but your Gillette Blade will do every job smoothly and surely



IT TAKES all kinds of days to make a week. This morning you can take your time. Tomorrow you have to rush. One day you're feeling fit; the very next morning you may be ragged from lack of sleep. Hot water, cold water, soft water, hard water, a slap-dash lather, or a careful thorough preparation of the beard which may take a full three minutes.

You never give your Gillette Blade the same job twice.

Yet you can always get a smooth, comfortable shave from your Gillette Blade; the blade, at least, doesn't change, and its swift, sure job

is the same under any conditions.

Eight out of ten American men count on the Gillette Blade to start the day right—seven days a week. And Gillette takes extraordinary precautions not to disappoint them.

The steel is the finest in the world. It comes in long gleaming ribbons, and we test every ribbon with crucible and micrometer before we even pay the import duty.

During the last ten years Gillette has spent millions of dollars on steady blade improvements alone. Four out of every nine Gillette employees are inspectors and do nothing else. They get double pay for every blade they *discard*. They make certain that every package of Gillette Blades contains its full quota of smooth, comfortable shaves for you.

GILLETTE SAFETY RAZOR CO., BOSTON, U. S. A.

To be sure of a smooth, comfortable shave under any conditions, slip a fresh Gillette Blade in your razor.

Gillette



years before the birth of Christ early Egyptian records were being traced in hieroglyphics, in praise of healing drugs, and many of the hundreds of medicinal plants in use today were mentioned by these early commentators.

Great have been the strides made toward combating disease through the ages, but the sum of man's knowledge concerning the basic cause of disease and its eradication is still woefully inadequate. Were this not true, there would be little need for the tremendous output of medicinals now called for in the treatment of the many ills the human flesh is heir to. The billions of dollars invested in this world-wide drug industry might then be spent more aptly for some different cause.

The Epic of Drugs

THE drug industry in this country has had a tremendous growth, as is the case with most American industries. Its story from the beginning is epic. It extols the hardy virtues of those ancient voyagers—far-afiel for precious drugs for cures and amulets—in strange lands with death by man, disease and storm ever near; the fairy-like tales of the old alchemists who sought to discover the philosopher's stone, whereby all base metals might be turned to gold; the universal solvent; the fountain of youth; the sordid story of the world's famous poisoners whose records may well make the Borgias seem as novices; it embraces the ages of patient study and investigation on the part of the early scientists, working with the most primitive equipment and knowledge; it coordinates the discoveries—medical, pharmaceutical, and chemical—of all time, and endeavors to use them for the public good.

The great difference between the halting experimentation of those early days and the ordered research of our time is apparent. Today's worker has been trained. To meet the demands of the physician, the manufacturing pharmacist must be able to prepare not only the "simples"—the products used for generations, but also the most complex chemical preparations—the synthetic drugs which have proved so effective in the treatment of disease. Further than that, he must be able to manufacture the various biochemical and biological products which are increasing in use daily.

His business is hedged about by regulations and restrictions, and justly so. As purveyors of products intended for the treatment of disease, national and state governments enact laws which insure that his preparations will be made not only of the best of materials but that such products must be standardized, wherever possible, by chemical, physio-

logical or biological methods, or all three.

He must guard against the possibility of deterioration and bacterial infection. He must see that his products will not change in hot or cold climates; he must make his products safe against excessive moisture or dryness; he must avoid adulteration and misbranding; the alcohol he uses in the extraction and preservation of his products must be fully accounted for, and his narcotic requirements must be totaled to the last grain. He serves an exacting master.

The larger manufacturing houses employ scores of highly paid chemists, pharmacists, biochemists, bacteriologists, biologists and physicians to manufacture their products and to develop new preparations.

These experts carry on the research necessary to determine the therapeutic value of new and old products. Many of the most important medicinals in use today have been developed entirely, or made practically possible, by the scientific staffs of these commercial houses. Biochemical and biological products have found their highest development also in their laboratories.

Thorough Examination

THE nature of this research development begins to be apparent when the problem is set down in its simplest form. Consider the enormous amount of work entailed in examining the crude drugs imported into this country for purity alone. According to the report of the Department of Commerce for the fiscal year ending June 30, 1927, 9,607,031

pounds of acacia, valued at \$868,041 entered the country from the following points: London, Sudan, Paris, Hamburg, Khartoum, Antwerp, Bombay, Madrid, Ceylon, Nassau, Rotterdam and Omdurman. Cinchona bark, from which quinine is made, entered to the extent of 2,217,951 pounds, valued at \$605,872. It was listed as coming from Holland, England,

Ecuador and Ceylon.

The great increase in popularity of cod liver oil (due to the recently discovered fact that this oil is extremely rich in vitamins A and D, and is an excellent preventive and cure for rickets), raised our imports to 2,611,782 gallons the value of which was \$1,937,897, and came from Norway, Newfoundland, France, Germany and Japan.

Licorice imports showed the enormous total of 58,007,964 pounds, valued at \$1,630,823, and found its way hither by devious and various methods from Russia, Spain, Mesopotamia, Turkey, Greece, Mexico, Germany, Sicily, Bohemia, Syria, France, India and London. In all 275 varieties of crude drugs were examined,

covering lots of over 63,000,000 pounds, and listed from practically every country in the world.

When these drugs have been passed as satisfactory by chemists of the manufacturing concerns, they must be ground and extracted, or otherwise prepared for medicinal use. Such processes are for the most part of a routine type, and offer no great problem to the scientist.

The difficulties increase many fold, however, when the therapeutic qualities of such preparations are to be determined. If a drug contains alkaloidal substances often they may be determined quantitatively by chemical methods. Many other characteristics may be determined by such control.

If, however, the activity of the drug is due to some property that does not lend itself to chemical control, it is necessary to standardize physiologically. In other words, the effect of the drug must be determined on some living animal or some animal organ. This is an exacting process and requires the service of a biochemist or pharmacologist.

One drug may be tested for its action on the heart; another on the nervous system; another for the power to contract the arterioles; another for its effect on mucous surfaces; another for its action on the intestinal muscles or some other body function. In the case of drugs on which no previous research work has been done, such determinations may result in the labors of years before satisfactory proof of activity may be obtained.

Statements concerning drugs are amplified many times in the determining of values of the enormous numbers of synthetic chemical and pharmaceutical products, and the many animal organs capable of producing therapeutic effects. They must be proven by thorough animal experimentation before they can be considered suitable for human use. For this purpose the animals employed are usually white rats, guinea pigs, frogs, rabbits, cats and dogs. Kymographic or photographic records are made as to the various organ reactions, of respiration, heart beat and other functions. As careful attention is paid to surgical detail and interpretation of results as is accorded the human being in the average operation.

Secretions Are Important

WE are just beginning to realize the important part that the internal secretions play in the body mechanism. The discovery of vitamins a few years ago showed the enormous power exhibited by minute proportions of these food essentials, as to whose composition we are as yet still in the dark.

With this discovery followed the knowledge that the ultraviolet ray imparted certain characteristics to various vitamin-inert substances and thereby rendered these formerly inert products highly active in the same degree as products naturally rich in vitamins, immediately raising the important question as to the relationship between such products. Here the scientist begins to consider

“MANY of the most important medicinals in use today have been developed entirely, or made practically possible by the scientific staffs of commercial drug houses. Today's workers have been trained to meet exacting physicians' demands”



Stuebing COWAN

Stuebing-Cowan lift trucks have been the choice of America's leading industries—saving up to 90% of former handling costs. Their easier lift, easy roll, side lift and safety, has made them the choice of such manufacturers as:

Goodyear Tire & Rubber Co.
General Motors
General Electric Company
Firestone Tire & Rubber Co.
The American Can Co.

Keen engineers and shrewd buyers of these firms know the greater savings and profits that are gained through the use of Stuebing-Cowan equipment.

It is good business then to know how it can be applied to your business. Write!

THE STUEBING-COWAN COMPANY
337 East Court Street Cincinnati, Ohio



America should ship its goods on skid platforms W.C. Stuebing

whether or not the activity in both cases may not be due to some intracellular activity, inherent in the one case and set up by the action of the ultra-violet ray in the other.

An Industry Helps Health

THE story of the industry is replete with specific instances of unusual and extraordinary scientific happenings that have exerted the most profound influence on human health and happiness. The larger drug houses have either originated or aided in the development of many of the most important medical discoveries of the age. Insulin, an extract from the Isles of Langerhans of the pancreas is an outstanding example of such cooperation. Profiting by the discoveries of Banting and Best in the laboratories of Dr. J. J. R. MacLeod, of the University of Toronto, and working in conjunction with the Insulin Committee of that University, American manufacturers have produced in ample quantities sufficient of this Insulin at such a reasonable price, that thousands of diabetic patients have been brought back practically from the grave, and have been restored to a state of health sufficient to allow them to continue their occupations in comfort instead of becoming burdens to their relatives or charges of institutions.

Epinephrine—better known under the trade name of Adrenalin—is an extract of the suprarenal glands, and has become one of the most widely used products in the world as a hemostatic and astringent. It has been used extensively in hay fevers, asthmas, inflammations, in surgical operations to stop bleeding, and in poisoning with strychnine, cyanide and aconite. Its isolation in pure form is considered one of the greatest examples of physiological chemistry, and has resulted in its preparation by synthetic means.

Included in the considerable list of those synthetic or chemically-built medicinals of inestimable value in the treatment of disease may be mentioned Salvarsan-606, discovered by Ehrlich as a remedy for syphilis; barbitol, luminal and kindred hypnotics for the relief of pain and to produce refreshing sleep; mercurochrome, aeriflavine and other dyes exerting characteristic antiseptic and germicidal properties; phenolsulphonethalein used as a test for kidney function, and many other diagnostic and therapeutic agents.

Chaulmugra Oil and its preparations offer the hope of elimination of leprosy.

Oil of Chenopodium and carbon tetrachloride are aiding in the abolition of hookworm.

More recent discoveries have shown the remarkable recuperative effects of liver and liver extracts in the treatment of per-

nicious anemia, and chemical and animal experiments lead us to believe that some inorganic compound peculiar to the liver also may be found to aid in this recuperative effect.

A new non-toxic bactericide—hexylresorcinol—has been recently introduced. It may be taken internally, resulting in the passage of strongly bactericidal urine, capable of destroying pathogenic bacteria. The therapeutic possibilities of such an agent are obvious.

The work of Larson of the University of Minnesota, in cooperation with one drug manufacturer, has resulted in the perfection of detoxol—a sodium ricinoleate compound possessing not only marked germicidal properties, but capable of detoxifying or rendering innocuous the toxic secretions of bacterial origin.

The proving and standardization of such products are remarkable and highly interesting in themselves. In testing the activity of the sodium ricinoleate compounds, for instance, guinea pigs are injected with lethal or killing doses of tetanus toxin as controls.

Other animals are then injected with as much as several hundred times the lethal dose, containing small quantities of sodium ricinoleate, without harm to the animals and without the slightest signs of tetanus convulsions.

The developments in colloidal chemistry affect every phase of life. The studies of vitamins are of increasing importance daily and have resulted in the production of an extract of cod liver oil of such strength that minute quantities of thou-

sandths of a grain prevent and cure rickets in children.

Finally there should be mentioned the influence which light radiation has played in increasing the medicinal and food values of certain products. More recently investigations on the influence of powerful magnetic fluxes on therapeutic and glandular preparations seem to offer a field for intensive research, as a great French scientist has aptly stated that the life of a cell is the measure of its magnetic potential.

If cell-potentials can be maintained, or increased in activity, by such means, the possibilities for medical advancement are enormous, and agricultural, horticultural and other industries may be greatly benefited.

It is difficult to estimate the actual amount of capital invested in the drug industry in the United States. It has been said that the combined branches of the trade will approximate two billion dollars in value; certainly it is considerably in excess of one billion.

Large Advertising Bill

ACCORDING to figures given by the Department of Commerce for 1927, slightly over a billion dollars' worth of pharmaceutical products were sold. In disposing of this output, 54,272 drug stores played the leading part. Physicians to the number of 149,500 prescribed millions of dollars' worth of medicinals.

The advertising bill of the drug trade for 1927, in weekly and monthly journals alone, amounted to approximately

\$28,000,000. This expenditure places the industry at the head of all advertisers using such mediums. The automobile industry in this field fell several million dollars below this amount, as did the advertising of all foods and food beverages combined. The above figures do not take into consideration the large amounts expended by the industry in trade journals, newspapers and other forms of publicity.

The value of the exports of pharmaceutical products is steadily increasing, and countries formerly showing a preference for English, German and French goods, are turning more and more to the American manufacturer for their requirements.

In all, imports into 87 nations are reported indicating that American made medicinals are penetrating to the farthestmost corners of the globe. This condition has been made possible by three essential factors—the quality of the products produced; the faith of the foreign physicians, many of whom have studied in American colleges, in these products; and the earnest endeavor of our drug trade ambassadors in extolling the virtues of these goods abroad.



It's easier to get in than out



EVERYTHING RIGHT AT YOUR FINGERTIPS . . . in this well-planned, Art-Metal-equipped office

Try This Tonic for your business morale

Step into a pleasant office . . . equipped with attractive Art Metal furniture designed by office equipment engineers . . . and your day's activities start with comfort and proceed with dispatch

MISFIT equipment can shatter the smoothness—lessen the speed—of office routine.

Equipment not built for its job or tired with old age wastes much valuable time and effort.

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Small wonder that so many offices are installing Art Metal. They are replacing equipment that sticks, warps, bruises, splinters and wears out, with this lasting and beautiful steel furniture.

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If you'd like to find out more about the modern in office furniture as typified in easy-working, permanently handsome Art-Metal equipment, just write today for "Office Standards," a new booklet written especially to meet modern business needs. It offers many helpful hints on office arrangement and contains a practical office layout device. Also ask for the catalogs listed below in which you are interested:

1. Desks; 2. Steel Shelving; 3. Horizontal Sectional Files; 4. Plan Files; 5. Fire Safes; 6. Upright Unit Files; 7. Counter Height Files; 8. Post Index Visible Files. The Art Metal Construction Company, Jamestown, New York.

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STEEL OFFICE EQUIPMENT, SAFES AND FILES

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CHICAGO DAILY NEWS PHOTO

Know the story of farming and you'll understand the farmers' demands

Farming Has a Brighter Side

By HUGH J. HUGHES

OF course there's a farm problem! One would be foolish to ignore the fact that the farmer, since 1921, has been hoeing a hard row; that the farm price of many of his products, as measured against the costs of production, places him at an economic disadvantage; that for a long time he has been demanding of Congress something positive in the way of farm relief—some way of bringing production and profits into a desirable relationship with each other. All this is granted.

But there's a side to the farming picture that may help us to understand better the demands of the farmer. It's the story of what farming has passed through in the last fifty or sixty years, particularly in the last twenty.

Before the Civil War, at least three out of every four people in the nation were engaged in the production of food, and it was touch and go whether there would be enough food for all. There was. But the margin was small, and our agricultural exports, up to the firing on Sumter, cut only a small figure in the trade of the nation or of the world.

The South furnished a market for the spare products of the upper Mississippi Valley, and cotton brought in money from across the seas.

Farming was a simple business. You raised everything you could, got along without everything you could, and sold your surplus when you could, and when your farm wore out you pulled west to new lands. Or stayed where you were and helped to found the dairy or live stock or truck gardening industries that began to take shape in the middle years of the last century. And these farms, alike in main purpose—that of assuring at least a living—spread from the Atlantic to the Pacific, and set the pattern for farming down to the opening years of this century.

Magnitude of Agriculture

TODAY we find ourselves with 6,400,000 farms, employing some 11,000,000 owners and hired men, spreading out over 500,000,000 acres of tilled fields, using 50,000,000 horsepower in the production of crops. This is more horsepower than is employed by all our factories and mines combined. We are

holding in reserve some 300,000,000 acres of potential farm lands. With but one-fourth of the nation's population employed in agriculture, we are producing enough to feed our own people, with a comfortable margin to spare.

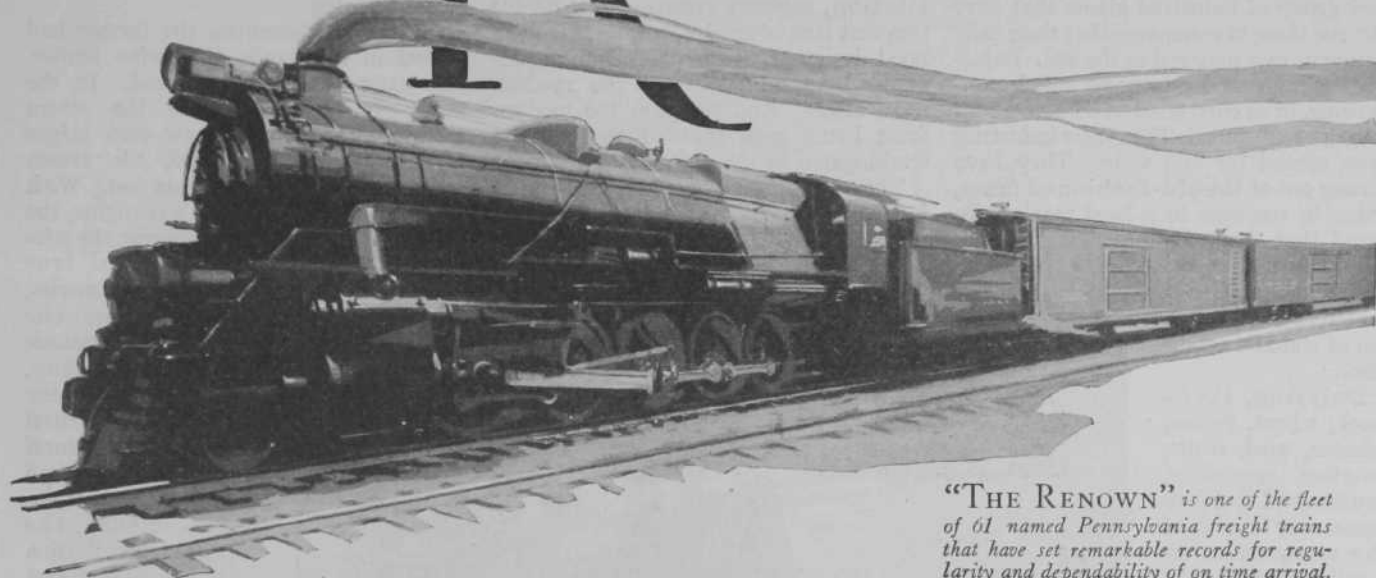
We measure our annual agricultural production in billions of dollars. We measure our farm investment in tens of billions. The cooperatives are credited with an annual overturn of more than two billions.

New York State rolls up a total annual farm-wealth production of half a billion a year, and the valleys of Pennsylvania come close to the same figure. We are still furnishing the cotton mills of the world with three-fourths of all their fiber. Our nation has become industrial—and at the same time it remains increasingly agricultural even in the industrial East, in spite of a net loss in farm population, within the past five years, of nearly four million people.

Something has happened, and is happening before our eyes.

The same industrial revolution that transformed the village life of England a century and a half ago, and that crossed

"THE RENOWN"



"THE RENOWN" is one of the fleet of 61 named Pennsylvania freight trains that have set remarkable records for regularity and dependability of on time arrival.

KENTUCKY BRED . . . CHICAGO BOUND

DOWN in the "blue grass" region of Kentucky young colts are taught at an early age the value of prompt arrival. For it is an established fact that the more punctual a horse is in crossing the finish line, the better are his chances of keeping his name off the list of the "also rans."

An iron horse of the Pennsylvania Railroad that starts its run in Kentucky seems to have acquired this "blue grass" habit of prompt arrival. For over a long period of months it has pulled "The Renown," a big freight train, from Louisville to Chicago—and brought it in regularly and dependably on time.

"The Renown" carries all classes of freight, except minerals, includ-

ing in its cargoes produce from Southern States that reaches Louisville via connecting railroad lines from that territory.

These shipments go not only into Chicago, but to the Northwest territory routing via the Chicago Gateway.

* * *

The route of "The Renown" lies through Indianapolis and Logansport, Indiana, which points are also served by this train. And shippers using this route have found the train thoroughly reliable and dependable in its on time performance.

Day in and day out "The Renown" arrives punctually at its destination. Watched over by vigi-

SHIPPERS

Are you giving the man who routes your freight the time and opportunity to effect the economies, contribute to the new business strategy which in many industries is considered the most important development since Mass Production?

The Industrial Traffic Managers of many organizations have been instrumental in the speeding up of turnover—in the reduction of inventories—and in the opening up of new selling territories to which improved freight transportation has given them access.

lant train crews and by hundreds of alert men at points along the line, it has established the reputation of being one of the best performers in the fleet of trains known as "The Limiteds of the Freight Service."

PENNSYLVANIA RAILROAD

Carries more passengers, hauls more freight than any other railroad in America

the Atlantic and stirred New England into manufacturing activity a half century later, that has made of us a great manufacturing nation—that industrial revolution has reached the farm. It is now in the full swing of its progress.

Farming of all Sorts

WE ARE watching the rise of a great new group of manufacturing industries called in the mass "agriculture," a new group of industrial giants that have but one thing in common—that their chief source of raw material is the soil. Industries as diverse as dairying and lemon-growing, or as correlated as corn and hog-raising are included. These new industries have spread far and wide. They have sprung out of the old-fashioned farms, either in response to a local market demand that was soon left far behind, or because of personal preference, or by reason of climatic conditions.

Dairying, livestock, wheat, cotton, tobacco, wool, fruits, potatoes, vegetables, poultry and eggs—to name only a few of the major industries—call to mind in each instance an investment comparable only with such industries as steel, oil and automobiles. Measured in dollars the henery is of more importance than the wheat field, and the dairy easily overtops them all.

In 1870 the farmer was just a farmer. Today the farmer is a wheat-grower, or an orchardist, or a dairyman, or any one of some thirty or more distinct specialists in production. And that simple statement bridges a vast step forward in wealth, education and living comfort.

The American farmer of today is at least five times as efficient as his father of the 'seventies. Then it took three men to feed four; now it takes one man to feed four. Then the farmer got up before the sun and stopped work when it became too dark to see. A sixteen hour day was the common thing.

Today the hours of labor on the farm compare favorably the year 'round with hours of labor in other industries. The working day has been cut practically in half. Then human labor was cheap and the toll in human life, on the farm as in industry, was heavy. Today human labor on the farm is dear, and prized accordingly. Then men and women on the farm were old at fifty; today they are still in their prime when they are well beyond the half-century mark.

Measured in production per hour per man the farmer of today is easily worth five of the Civil War era; measured in comfort of living and in opportunity for further progress there is scarcely any way by which to make a comparison.

Compare, if you please, the farm house of fifty years ago or even of thirty years ago with that of today. Compare its cold discomfort, its meager furnishings, its lack of proper heating, lighting, ventilation, sanitary conveniences, its too frequent lack of good water, its neighborhood isolation, with the comforts demanded as necessities in the modern farm home. And compare the modern farm home with that of the average workingman in the city.

The odds both ways are heavily in favor of the farmer of today. The tele-

phone, radio, electric lights, rural free delivery, good roads, the automobile put the farmer in touch with the world outside his own neighborhood. His schools compare well in efficiency with those of like grade in the city, his children look forward to high school and to college.

Why?

The answer is a story of progress unprecedented anywhere else, save perhaps in that of the rise of American manufacturing.

In the late 'seventies the farmer had placed in his hands the twine binder. The gang plow was perfected. In the next twenty years came the steam thrasher, the header, new and larger farm machinery, the silo, the cream separator, the Babcock cream test. With the new century came the gas engine, the farm tractor, the telephone, rural free delivery, creameries, cheese factories, the automobile, livestock shipping associations, farmers' elevators, the consolidated rural school, agricultural training in high schools, schools of domestic science, the general distribution of the findings of fact from agricultural colleges and experiment stations.

The livestock breed associations, dating their history from 1850 and on, began their great work of education. The demand for power on the farms of the Middle West was answered by the breeds of great draft horses, as again today it is being answered by the gas tractor. The pioneer cow with low butter-fat yield and short milking season began to be replaced with the modern and efficient milk producer.

The steer that had taken from three to five years to come to butchering age gave place to the quick-maturing type of to-day. The two-year old, five-hundred pound, expensively raised hog went out of fashion and the eight-months old, market-matured hog took its place. The scrub hen of the barn-yard was shooed into oblivion, and the poultry and egg industries took their place alongside wheat, cattle and corn.

Advancing Rapidly

IN every state of the Union, colleges of agriculture and experiment stations were leading the march of progress. The United States Department of Agriculture, now expending \$139,000,000 a year (the figures are for 1928) in behalf of agriculture, was steadily expanding the field of its work to meet the advancing demands



THE farmer no longer works from dawn to dark. He is five times as efficient as his father of the 'seventies; the joys of his mode of living have increased. But he still has his problems. Yesterday's progress created today's enigmas; today's advance will make problems for him to solve tomorrow



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THESE MODELS

THE SPECIAL DELIVERY is a speedy and sturdy $\frac{3}{4}$ -ton truck, of 124-inch wheelbase, and admirably adapted for most any light-haul requirement.

THE SIX-SPEED SPECIAL is a 1-ton job with 6 speeds forward and 2 reverse. A speed for every need; power for every emergency.

Model S is a general-purpose truck for regular hauling and delivery of $1\frac{1}{4}$ -ton loads. Supplied with either 4 or 6-cylinder engine.

Model SF-34, 4-cylinder, and Model SF-36, 6-cylinder engine. Both of $1\frac{1}{4}$ -ton capacity.

Model SF-46, 2-ton capacity, with 6-cylinder engine and 4 forward speeds.

Models SD-44 and SD-46 (4 and 6-cylinder). Heavy-Duty Speed trucks, especially designed for dump and trailer work. Four-speed transmission and cantilever rear springs.

Always in the front rank in truck engineering, the International line of Speed Trucks is now offered with important improvements throughout, in design and construction.

Greater economy in operation, roomier bodies, new cabs, greater driving ease, fuel and air cleaners, longer and stronger frames. The same reliable spring suspension as before, and four-wheel brakes on every model! One of the examples of International advanced engineering is the Six-Speed Special—the only Heavy-Duty Speed Truck built with 6 speeds forward and 2 reverse.

Capacities range from $\frac{3}{4}$ ton to 2 tons, and all $1\frac{1}{4}$, $1\frac{1}{2}$ and 2-ton models are available with either 4 or 6-cylinder engine. There are bodies for every kind of work a truck must do, from economical excavation to delivery de luxe. There is speed for good going, plenty of power for bad, and sturdy stamina to stand up under every load. Trucks easy to ride and drive, easy to look at, easy to like!

And every International Speed Truck is all truck—not a rebuilt passenger car in the line. Every one of them is built for work—and famous for it. And they are better trucks now than ever!

In addition to the Speed Trucks, the International Line also includes Heavy-Duty trucks ranging from $2\frac{1}{4}$ -ton to 5-ton sizes, Motor Coaches, and McCormick-Deering Industrial Tractors. All are sold and serviced by 169 Company-owned branches throughout the United States and Canada, and dealers everywhere.

INTERNATIONAL HARVESTER COMPANY
OF AMERICA
606 So. Michigan Ave. (INCORPORATED) Chicago, Ill.



of the farmer. Pioneers of better farming methods, men who as farmers had made good in their own lines of production, went up and down the land telling the story of the silo, of deep tillage, of better stock.

The farmers' institutes, better farm training, the steady call of the agricultural press to more profitable farming all played their part in this great movement.

There is little question that the subsidizing of farming by the Government in the days immediately following the Civil War was a bad thing for the industry. Cheap lands, free lands, led to wasteful expansion and ruinous competition. We were still under the spell of the idea of a self-contained, self-sustaining farm home. It simply would not work.

A Flood of Grain

THERE was but one thing for the frontier prairie farmer to do. Raise grain. The impact of that grain flood of the late 'seventies, and on down the years, has been felt by every farmer from coast to coast, and still remains one of our leading agricultural problems.

But if the Government was overeager to settle up the vacant lands of the West, if it pushed the borders of farming too fast and too far, it did what it could for agriculture.

First of all the states of the Prairies acted to curb the railroads. The power to regulate rates, vested in the states, was called into action, and the various state Railroad and Warehouse Commissions began to function, followed, in the 'eighties, by the United States Interstate Commerce Commission. These agencies, both state and Federal had as one of their main reasons for existence the matter of rail rates as they affected agriculture.

In 1886 the Federal Government again stepped into the field to protect the dairy industry by the passage of the Oleomargarine Act. The Clayton Amendment to the Sherman Anti-Trust Law, and the Capper-Volstead Act of more recent years have cleared the road for the cooperatives.

Cooperatives Give Power

THE cooperative is the assembling room of the farm industry it represents. If the individual farmer cannot assemble his products with those of others, and sell them collectively, he is as helpless as would be the lathe worker in a factory were he the owner of his lathe and materials, and denied the right to assemble and sell his products along with those of other workers.

So Congress reasoned, and legislated. To round out this particular phase of government aid to farming, Congress in 1926 established within the Bureau of Economics in the Department of Agriculture the Division of Cooperative Marketing to aid the formation of cooperatives among farmers.

In 1916 came the Federal Farm Loan Act, with its twelve district banks, its

20 to 23 year amortized loans on a liberal valuation basis, and with unlimited funds available to the farmer at a low rate of interest.

Seven years later, when it was seen that the short-time credit granted to the business man was not adapted to the needs of the farmer, with his very much slower turnover, a nation-wide Intermediate Credit banking system was put into operation.

The Government backed these banks with \$60,000,000, and made \$660,000,000 available to the farmer in need of short time loans. In 1916 and the two following sessions of Congress the United States Warehouse Act was passed and improved.

In 1922 the farmer secured, in the Tariff of that session, practically everything he asked for. Three times the operations of the War Finance Corporation were extended to allow the farmers caught in the post-war deflation to get out from under, and the loans of that period reached a total of something like a half billion.

The Federal Government adopted free rural delivery as an aid to the social and business life of the farm, and is expending, on this service approximately \$100,000,000 a year.

For every dollar that industry gets from the Government for the operation of the Department of Commerce, farming gets six dollars for the Department of Agriculture.

The Packers and Stockyards and Grain Futures Acts, Federal aid for roads, Federal improvement of waterways, the Joint Stock Land Bank—these are but other instances of the steadily growing attention that the nation as a whole has been giving to the problems of the farmer.

Valuations Raise Cost

THIS is not the place to go into a discussion of present farming ills, but it may be pointed out that two things have accentuated them:

The farmer has pursued the age-old former practice of capitalizing his earnings in increased farm valuations.

And the post-war deflation has left him with increased labor costs, increased taxes, increased interest charges, increased marketing costs.

Farm values, omitting the 1920 peak of per acre prices, have risen in Illinois from \$46.17 in 1900 to \$111.49 in 1925. In Pennsylvania the rise was from \$29.70 to \$34.07; in Texas from \$4.70 to \$23.94; in Washington from \$11.68 to \$46.34; in South Dakota from \$9.92 to \$37.51; in Minnesota from \$21.31 to \$59.77.

It probably is rank heresy to say so but these increases, which are typical of conditions over the country as a whole, mean that the farmer has forced up the cost of his raw materials with every added dollar of valuation placed upon his land.

He has steadily increased his investment in such materials rather than in actual working capital. And his land, which is his source of raw materials, is at

the same time his taxable property, the base of values upon which roads are built and schools expanded.

In order to show a profit on present-day farming the old-fashioned methods will not do. The 120-pound butter-fat cow is as hopelessly out of date as the self-rake reaper.

Wasteful production means, not merely the bankruptcy of the wasteful farmer, but also the depression of his industry as a whole. And it goes without saying that there is gross waste and mismanagement in farming. The old methods linger on.

Selling at a Loss Hurts

IN every neighborhood are men who are getting ahead, men who are breaking even, men who are going behind. And the man who is producing at a loss, and who keeps on producing—every business man knows what that man means to the welfare of an industry. Farming has its share of such men.

Conservative estimates place the farmers who are getting ahead at twenty to twenty-five per cent of the total, of farmers who are breaking even at about fifty per cent, and of farmers who are hopelessly unfitted by reason of lack of managerial skill, knowledge, or application to business at the remaining twenty or twenty-five per cent.

And again the picture brightens. The three hundred pound per year, butter-fat cow is here, and in ever increasing numbers.

The efficient corn-converting hog, the quick-fattening steer, the heavy-fleeced sheep, the prolific hen, the high quality orchard—these the farmer has at hand to put to use.

The combine harvester-thresher, long used in Australia and on the Pacific Coast, is lopping twenty cents a bushel off the cost of wheat production in the trans-Mississippi grain belt.

The tractor and truck are revolutionizing the speed with which farming operations may be carried forward. Cooperation is ceasing to be a club for the extortion of higher prices, and is fast taking its place beside other established marketing agencies.

Transportation still is a problem, will remain a problem as long as our centers of production and centers of consumption remain far apart.

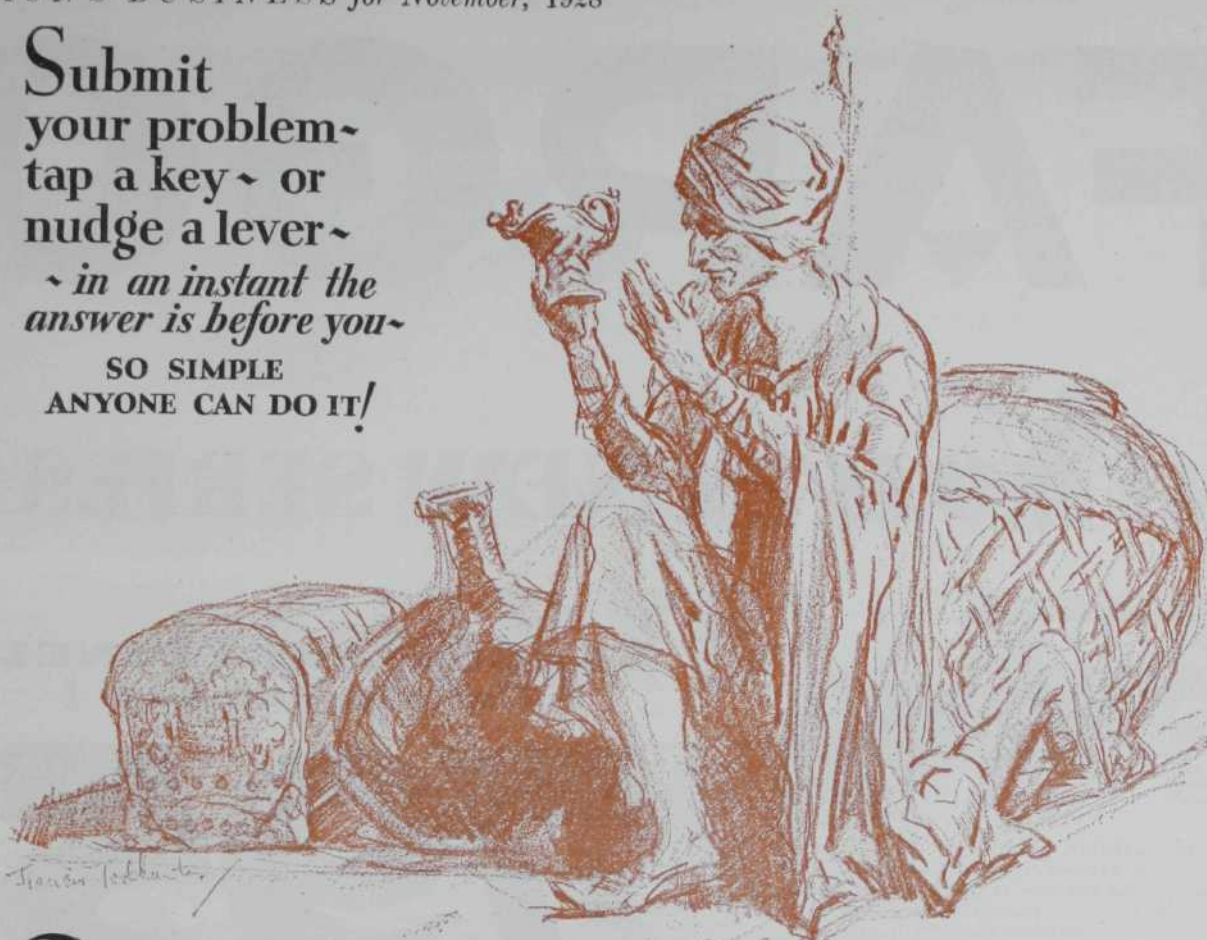
Social Life Improved

AND how the social life of the farm has widened! Believe it or not, "the good old days" were socially poverty stricken as compared with the present. The farm boy and farm girl have their clubs, their schools, their enlarged neighborhood in which to grow up.

Problems? There always will be farm problems. Are there not problems in the transportation, manufacturing, marketing worlds? The latest problems of the farmer are those created by yesterday's progress; those of tomorrow will be problems arising out of today's advance in management, farm engineering, and marketing.

Submit
your problem~
tap a key~ or
nudge a lever~
~ in an instant the
answer is before you~

SO SIMPLE
ANYONE CAN DO IT!



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..... *Amazing in its performance—be sure to see it before you decide on a calculator*

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FARGO CLIPPER SEDAN—ideal for salesmen, for merchandise display, for station wagon or bus service. Seating capacity can be provided for nine, with seats instantly removable to permit use of compartment for standard load.



Vast production permits such engineering and manufacturing refinements as the die-moulded rear corners that add to Fargo beauty and construction. Rear doors are equipped with heavy-duty door checks. Key-locking handles are also provided for the rear doors, with key interchangeable for front and rear doors.



Selected hardwood interior is in natural finish. Handsome instrument panel, vision-ventilating windshield, rubber mat, well-placed controls, floor draft plates, genuine leather seats unusually comfortable for the driver, are Fargo features, unusual in commercial cars. Pillars, roof rails and sills are of sturdy construction.

FARGO PACKET PANEL
(Complete with Body)

\$795

F.O.B. DETROIT

NOW, in the New $\frac{1}{2}$ -ton Fargo Packet and in the $\frac{3}{4}$ -ton Fargo Clipper—first of a new series of delivery trucks—Chrysler enters the commercial car field. Announcement of the 1-, $1\frac{1}{2}$ - and 2-ton trucks will be made later.

In these commercial cars low-cost transportation receives tremendous advantages from the smartness, power, dependability and economical operation which have lifted Chrysler, in four years, to its present position of leadership.

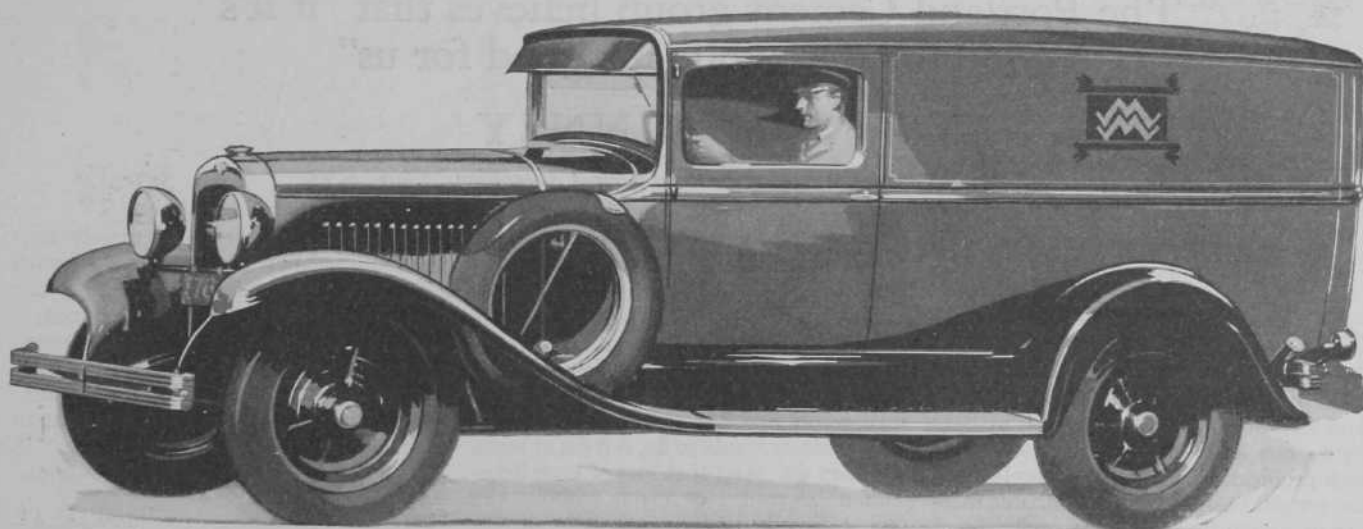
From the day that the first great wave of Chrysler preference swept over the country, American business has insistently demanded commercial cars worthy of Chrysler traditions.

The New Fargo is essentially and unmistakably Chrysler.

It brings to the business world commercial cars, designed and built for commercial purposes, which are in themselves advertisements of the progressiveness, high standing and efficiency of the merchants whom they serve.



COMMERCIAL CARS AND TRUCKS BY CHRYSLER



In both the one-half and the three-quarter ton capacities—in four-cylinder and six-cylinder types—Fargo clearly establishes the results which artistic designing skill can produce in cars of strictly utilitarian purpose.

Here, for the first time in standard production, you obtain the type of construction and the distinctive appearance you have in the past expected only in special custom-built commercial bodies.

To this entirely new phase of practical beauty, the New Fargo adds a new degree of economy in operation, dependability, service assurance

and performance brought about by engineering developments in the "Silver-Dome" high-compression engine, using any gasoline.

Any Fargo dealer will gladly arrange to demonstrate the superiority of the Fargo—and to prove to you the economic advantages which Chrysler Standardized Quality now makes available for your business cars.

* * *

Fargo ½-Ton Packet Prices—Panel \$795; Sedan \$895; Chassis \$545.

Fargo ¾-Ton Clipper Prices—Panel \$975; Sedan \$1075; Chassis \$725.

{Prices of the Fargo 1-, 1½ and 2-ton trucks will be announced later.}

All prices f. o. b. Detroit. Fargo dealers are in a position to extend the convenience of time payments.

FARGO MOTOR CORPORATION, DETROIT, MICHIGAN
{Division of Chrysler Corporation}

A group of technical school teachers watching the testing of a cylinder of concrete in the laboratory of the Portland Cement Association



Building Consumer Confidence

The Portland Cement group believes that "if it's good for the public it's good for us"

By W. M. KINNEY

General Manager, Portland Cement Association

A GOOD many monumental structures have come out of sacks of portland cement, but they have produced nothing more serviceable, perhaps, than the Portland Cement Association itself. For it is a fact that the group activity of the industry first came to focus at New York in 1902 by reason of interest in the returnable sack problem. Even in those simple days, the cement business was more than a matter of accounting, and the exchange of views quickly revealed to the manufacturers the immediate need for a permanent organization.

Campaign of Education

THEY saw at once that they must provide a system of public education in behalf of the improvement of concrete and the extension of its uses. Their purpose was no rudimentary matter of making the country "cement conscious." From that first group, representative of only a few eastern cement plants, developed the Portland Cement Association, now inclusive of more than 80 per cent of the manufacturers in the United States, as well as manufacturers in Canada, Cuba, Mexico and South America.

How well the Association has risen to the opportunities of its avowed purpose is indicated by the continuous relation of its activities to the public interest. That interest individualized is the consumer, and it is to his benefit that the Association has intelligently directed all of its resources and facilities.

Selling portland cement, except as an idea, was and is no part of the Association's

work. That is left for the salesmen of the individual companies. The business of improving and extending implies, first of all, technical knowledge and practical experience, and, second, an almost prophetic calculation of the development of this country. These requirements, in turn, imply first-hand knowledge of what the consumer wants to do, can do, or some day may do. And that sort of knowledge cannot be gained or given without the giving directly or indirectly of a degree of service to the consumer. Here you have, to revert to that much misused word, service as an "accessory before the fact."

Consider the organization of the Association for a moment. General headquarters are at Chicago, in a five-story reinforced concrete building wholly devoted to the interests of the Association. In 31 other cities there are district offices, each with its district engineer and staff of field engineers. Many of these men are specialists; for example, in the predominating agricultural areas there are men who are trained agricultural engineers. They know the farmers' problems, humanly and scientifically.

Field engineers are never merely concrete technicians; they are equipped with a general engineering background. Every district engineer, through his field men, is placed in contact with the actual needs and possibilities of his territory. And when problems arise which require intensive technical study, an appeal is sent to Chicago.

Studies Its Product

THERE problems are considered at Association headquarters through its concrete research laboratory. Its unusual proportions are indicated by the fact that it occupies nearly half of the entire building. Forty chemists and engineers are at work there, designing concrete mixtures to meet new needs and studying the reaction of concrete specimens under varying conditions of temperature, humidity, and tensile and compressive stresses. Every year about 40,000 different tests and experiments are made, some of them routine and relatively insignificant, but all of them with the same objective: The improvement of concrete usage.

Supplementary to this laboratory is the Portland Cement Association Fellowship



The possibilities of concrete are illustrated in the Association's own headquarters Building

SEE HOW YOU CAN
REDUCE YOUR TIRE COST
PER MILE

[illegible]

with this plan we'll put
SILVERTOWNS *against the field*

THE first step in saving money on tires, is to find out the cost per mile.

How many thousand miles does each tire run? How many times (or how few times) does each come off for repairs? How much do repairs cost you per tire?

With these cold facts, you can take the hot air out of tire buying. And any Goodrich dealer who sells Heavy Duty Silvertowns will help you do it, with the easy plan shown here.

Just put a couple of Goodrich Heavy Duty Silvertowns on each bus or truck. Fill out these simple records for all your tires—and we will leave it to Silvertowns to do their own selling.

If you make this test, we'll not need to tell you that Water Curing makes Silvertowns tough clear through—they'll prove it with savings.

You may not care for the fact that every Heavy Duty Silvertown

has an extra cushion of rubber between outer plies—but you'll like the way this construction adds to mileage.

Try this plan—now used successfully by large fleet owners—and discover the economy which Goodrich Heavy Duty Silvertowns bring to them.

Ask any Goodrich dealer who handles Heavy Duty Silvertowns about this economy test—or send the coupon straight to Akron.

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I'm interested in lower tire costs. Please send your Tire Cost Plan
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Firm Name

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at the Bureau of Standards at Washington. Through this arrangement intimate studies are being made into the constitution of Portland cement. The Bureau scientists probe into the mystery of that fiery atomic cataclysm, the rotary cement kiln, in which powdered limestone and clay become cement clinker.

It isn't that Portland cement is not a standardized product, for that fact is the life and breath of the Association. It is rather that all its undertakings are based on the principle that progress is vitally important.

Although the research work of the Association is concentrated in Chicago and Washington, its representatives are always available for first-hand attack on field problems.

Suppose, for example, that the type of crushed stone or gravel which is available for a job does not fit into standard concrete specifications. If the solution of the problem is beyond a field engineer, a laboratory man tackles it. And the result is a new specification which will give concrete of the desired strength.

Water Ratio Now Fixed

IT was the research laboratory of the Association which contributed the most important technical advance in the history of concrete. This was the discovery, affirmation and announcement of the "water-cement ratio" method of specifying concrete.

Concrete had always been specified on the sole basis of proportions between cement, sand and stone. The water-cement ratio placed emphasis on the amount of water in the mix.

According to this new principle of making concrete, as long as the mix is plastic and workable and the aggregates clean and sound, the strength of the resulting concrete is in inverse proportion to the amount of water used with each sack of cement.

The reasonableness of the thing is apparent when you think of concrete as a hardened paste of water and cement, which completely coats and grips every particle of sand and stone in the mix. Dilute the paste with too much water and weakness is bound to result.

Off-hand this matter of water and cement may not seem very important, but to the actual user of cement it is. It has given him a definite gauge of the strength of his concrete, it has made possible economies in aggregate and even in cement, and it has removed that costly element of guesswork which was for so long the bane of the building industry. Contractors are ceasing to say that they "pour" concrete; for that implies a wet, sloppy mix which may be suspected of weakness. Instead, they now "place" or "cast" it. Concrete is being made on a scientific basis.

To many persons concrete seems the easiest stuff in the world to make. It is just sublimated mud pie, they think. It is not strange that these same people were sometimes forced to the conclusion that mud-pie methods begot mud-pie re-

sults. Because of that state of mind, the Association is interested in showing that concrete is scientifically simple, not mud-pie simple.

It is hypothetically possible that a man might make excellent concrete in utter ignorance of its technique, but it isn't even hypothetically possible that his hunches would be consistently successful. And so education has become a part of the Association's enterprise.

Education, however, is not wholly a function of the laboratories. It has been divided among the eight bureaus of the central office, each having specialists to give authoritative backing to their work. The interests of these bureaus are indicated by their official designations: Structural and Technical Bureau, Highways and Municipal Bureau, Cement Products Bureau, Railways Bureau, Advertising and Publications Bureau, Bureau of Accident Prevention and Insurance, Conservation Bureau, and the General Educational Bureau. Some of these groups are further subdivided, very technical work being given to specialists.

An educational enterprise known as the short course, in which instruction is given to groups assembled as a class, has been adopted by several bureaus. The oldest of these, a "Short Course in the Design and Control of Concrete Mixtures," was first given in May, 1925, to contractors, engineers and architects of Birmingham, Alabama.

All of them used concrete in part of their work. The course was something they had been wanting, a definite, tangible, workable concrete technique.

Since that time nearly 200 of these short courses have been given in cities of 44 states. The total registration has been about 32,000. The courses are continuing this year throughout the country, giving builders a new sense of the potentialities in a sack of Portland cement. The course, which has now been standardized, has been taken over bodily by several technical schools and incorporated in their courses. One or two state schools have even presented the short course to groups of their alumni as an important post-graduate feature.

It Teaches School Teachers

WHILE the Cement Association has really enjoyed teaching school, there are indications that the rising generation of builders, contractors, and other technical men will receive proper instruction in their own schools.

It is probable, therefore, that this short course will evolve into a normal school for instructors in technical colleges. There have already been several such normal courses given, with men from the leading technical schools registered.

The Highways and Municipal Bureau has recently initiated a short course in the design and construction of street pavements.

This provides for an interchange of ideas and study of mutual problems which has resulted in better understanding of city paving and traffic problems.

When city engineers learn of this short course they show that they want it, and that they want their staffs to have it. As a consequence the entire time of one man in this bureau is taken up with the presentation of the course in cities throughout the country. The course itself varies from two all-day meetings of three sessions each to three sessions on as many successive evenings.

At the rate of the present insistent demand for the course, about a hundred will be given this year, each course reaching city engineers and other technical officials in probably three times that number of municipalities.

In the Cement Products Bureau, which is concerned with the promotion of the various forms of concrete masonry, roofing tile, stucco, portland cement plaster, and farm uses of concrete, educational enterprises are naturally varied. For example, this bureau, which initiated the short course plan, has adapted it to meet the needs of stucco workers. In this adaptation it becomes a demonstration, in which the class members are invited to take a part.

To Educate the Public

BUT schools, short courses and other forms of direct instruction represent only a single phase of educational enterprise. Every bureau and every district office, by personal contact, by direct mail and by publication seeks to reach the ultimate consumer with the message of modern, definite and simplified technique in the use of Portland cement.

The Association's men do not care what brand of cement you use, nor have they anything to say about what it costs, but they are concerned with your capacity to do a good job with the cement you buy. And so all the coming and going, the conferences, the letters, the technical literature, the schools and all the other activities. The consumer is constantly at the focus point of Association enterprises; whatever he needs, whatever he wants to know—that is Association business.

Practically every activity of the Association has as its ultimate objective the establishment of a firmer, fairer and more intelligent relationship between cement, as an abstraction or in the concrete, and the consumer. The effort of the Association toward the standardization of cement and its various uses may be cited as examples. Give a man a product of known quality and scientifically determined capacity and performance, and he cannot fail to view that product with respect.

The Association has been instrumental in the creation and voluntary adoption of minimum standard specifications for Portland cement. Production of cement must conform to those standards, or the maker cannot be or remain a member of the Association.

Similarly, in the various forms of concrete, the Association has worked for and established quality standards. Concrete block and tile were once made according to purest guess-work; they are now manu-



BETWEEN the old and the new in these exceptional Westinghouse photographs by McManus there is no greater contrast than exists between old printing processes and the modern process of rotogravure. Upon one of the rotogravure papers developed by Kimberly-Clark Corporation you can tell your story quickly by picture whether you choose newspapers, magazines or mailing pieces as your media.

ROTOGRAVURE

Prints Perfect Pictures - the Universal Language



Most Markets *are* rotogravure centers

Generally, goods sell best where people are thickest, which is in towns of one hundred thousand population or more. These are the cities where the eighty-nine newspapers of North America that publish rotogravure sections are located. They are probably the cities that take the bulk of your production. ¶ You can, therefore, reach your public through rotogravure. Kimberly-Clark Corporation has developed rotogravure papers for all purposes and these papers are used not alone for newspapers but for magazines, catalogs, broadsides, booklets and package inserts. ¶ Kimberly-Clark rotogravure papers are characterized by their opaqueness in all weights, by their uniformity in printing surface, by their correct affin-

ities for inks, by their performance on presses—sheet fed or rotary. ¶ Selling by pictures is in step with modern methods. People today get their drama from pictures, they get their news from pictures, they buy goods from pictures. Are you using this effective agency for sales? ¶ If you want to advertise more effectively, consider rotogravure. Understand its full possibilities. Send for our book—Rotogravure from Soup to Nuts. ¶ It may prove mighty helpful. It at least teems with suggestions, and it is free. Address, please, Kimberly-Clark Corporation, Rotogravure Development Department, 208 South La Salle Street, Chicago, Ill. Send today, as you will plan soon for your 1929 advertising.

Kimberly-Clark Corporation

Established 1872

Neenah, Wisconsin

New York
51 Chambers Street

Chicago
208 S. La Salle Street

Los Angeles
510 West 6th Street

factured under carefully controlled limitations which yield uniform quality. Stucco has been standardized and specifications designed to insure permanence and a better realization of the architect's plan.

Cut cast stone and concrete architectural units are now made according to voluntarily assumed minimum specifications, and the Association was the main instrument through which this agreement was reached. Concrete railway ties and roadbeds are now in process of investigation toward standardization, with the Railways Bureau of the Association acting as a close friend to the movement. Building codes, fire insurance ratings, silo technique—the list might be expanded considerably, but in every instance the standardizing influence of the Association has borne fruit in greater public confidence.

What is the Function of the Distributor

SELFRIDGE'S in London has done things that most English stores could never have done just because they had never done such things. One contribution with benefits that need not be confined to England is its definition of the function of a distributor. In the space regularly used in the *London Times Weekly Edition*, "Callisthenes" writes:

We can imagine discussions in which the air would quickly be cleared by saying: 'The function of the distributor is to distribute.'

That is our function in this house, and we do not allow it to slip from the center of our vision. We have to assemble merchandise from the manufacturers, the artists, the importers, from all the world, and distribute it in accordance with public needs. Everything that makes us more efficient distributors we seek, everything that would make us less efficient distributors we avoid.

We do not first ask about any new plan: "Will it make more profit for the firm?", or "Will it give us a more comfortable time?", or "Will it make this store more talked about?" These questions have all to be answered in their place. But the primary question is: "Will it help us to perform more efficiently our duty to the public as distributors? Will it help us toward lower prices and higher quality for the public, which are the essentials of commercial distribution?" It is only after a positive answer to these questions that we adopt the new proposal.

Business is so filled with complex relationships that it is easy to lose sight of the decisive reason for its establishment. Not so at Selfridge's. The original belief that "the function of the distributor is to distribute" is emphatically restated.

That phrasing is useful as a sort of ready reckoner for the duty nearest to hand. It has common sense and compliment to understanding. It certainly removes all doubt of purpose.



and



... via Western Electric

THE very program that goes on the air through the well-known Western Electric microphone and broadcasting equipment can come into your home through the Western Electric No. 560-A. W. loudspeaker!

Wake up your radio with this new voice.

Let it tell you of the wonderful things there are in the air—things you do not suspect and cannot enjoy until you have a loudspeaker that brings them to you, in every delicate tone from the highest, sheerest violin tremolo to the deepest, fullest 'cello note.

All-around quality is inherent in this Western Electric loudspeaker. It is part of a 50-year old tradition covering a whole family of related products in the field of communication, including the nation's millions of telephones and network of switchboards and cables

Western Electric

LOUDSPEAKER

Distributed by

GraybaR
ELECTRIC COMPANY

Through authorized dealers everywhere



Drive - Anchorage

*How it defied
the ton pull of a tractor!*

"**P**ROVE it," challenged a factory superintendent. He wanted convincing evidence of the tremendous strength of Drive-Anchorage.

So a tractor was hitched to a Drive-Anchored post . . . the driver "stepped on the gas" . . . the tractor tugged and pulled with a draw bar pull of a ton—and stalled. It could not budge the anchors—could not even loosen their firm hold on the soil.

Tests prove Drive-Anchorage to be the simplest and most effective support for a fence post. Frost—thaws—tremendous strains cannot disturb it. Anchor Fences are held firm and perfectly aligned by this anchorage through years of hard service.

Investigate this and the three other exclusive Anchor features. They give Anchor Fences greater strength for longer life—make them more protective and better looking.

Write or phone our nearest office for an Anchor Fencing Specialist—or Catalog No. 73 illustrating the Anchor features.

ANCHOR POST FENCE CO.
Eastern Avenue and 35th Street
Baltimore, Maryland

Albany; Boston; Charlotte; Chicago; Cleveland; Detroit; Hartford; Houston; Indianapolis; Los Angeles; Mineola, L. I.; Newark; New York; Philadelphia; Pittsburgh; St. Louis; San Francisco; Shreveport.

Representatives in other cities
Consult phone directory

ANCHOR Fences

A NATION-WIDE FENCING SERVICE

When writing please mention Nation's Business

The Printers Show the Town

By HOMER H. GRUENTHER

PRINTING and allied industries in Omaha demonstrated their buying power recently when owners and employees of printing establishments and allied trades purchased \$80,000 worth of merchandise in three hours.

The buying power of the industry as a whole was demonstrated in connection with a promotion campaign now under way in which an effort is being made to impress upon business men that "printing promotes prosperity."

The shopping tour was suggested by the Omaha Chamber of Commerce. The Chamber argued that if the industry really had buying power it should demonstrate it.

As a result Omaha merchants got \$80,000 worth of business in those three hours which otherwise they would not have got, or which at the best would have been spread over a considerable period.

Since the shopping tour several queries have come to the Omaha Chamber and to the printing industries from merchant associations asking how the tour was engineered. In all, merchants figured that the tour was a very timely as well as profitable suggestion on the part of the Chamber of Commerce.

Advertising Brings Business

THE educational idea which the industry is trying to impart to business in general is that by the use of more printed advertising more business would be created. Another view of the promotion scheme is to draw printing and allied industries closer together, get them to work on a more ethical basis and to keep their prices uniform.

It is the first time that such a plan has ever been attempted in a city the size of Omaha. In Wichita, Kansas, some three years ago the plan was adopted and proved mighty successful in awakening enthusiasm among the business men there to increase their printed salesmanship.

In Omaha, 76 out of 114 firms eligible have endorsed the plan. The list includes printing, engraving, trade composition plants, material houses, paper houses, lithographers, letter shops and trade rulers.

The motto "Printing Promotes Prosperity" has been adopted by the industry.

To put over the idea an advertisement is run in Omaha's largest newspaper each Monday. It is six columns wide and runs the length of the page.

The reading matter of the advertisement is changed after each insertion.

In a recent advertisement it was explained that when a business man wishes to do some printing on a big scale he should not call in two or three dozen printing house salesmen and ask them to bid on the job, but rather go to a reputable house or an acquaintance in the business who has a reputation for honesty

and integrity. The odds are all in favor of the man who wants the printing done, the advertisement says, for this reputable house will do a better and cheaper job than could be got by the competitive bidding. It is quite likely that the friend or reputable house will make several suggestions whereby substantial savings can be made, which otherwise would not have been made, had competitive bidding been asked.

Another advertisement tells that printing and allied industries represent 5,000 families in Omaha and that the industry is fourth in Omaha's business life on a basis of business done each year. The advertisement further says that giving this industry business means more business for the city.

The advertisements are to run once a week for 36 weeks. The houses sponsoring the campaign pro-rate the cost according to benefit derived. The rate runs from \$1.50 a week for the smaller firms up to \$14.50 for the largest.

The drive thus far is having its desired results. It is educating both sides. The industries sponsoring the program, who at first were reluctant to enter into the affair because they could not see where it would benefit them, are now realizing that it pays to advertise their own wares as it pays to advertise any other commodity. Almost every firm reports that it is highly satisfied with the results, for men who do considerable printing are learning that they should discontinue competitive bidding, and business is increasing.

Shows the Purchasing Power

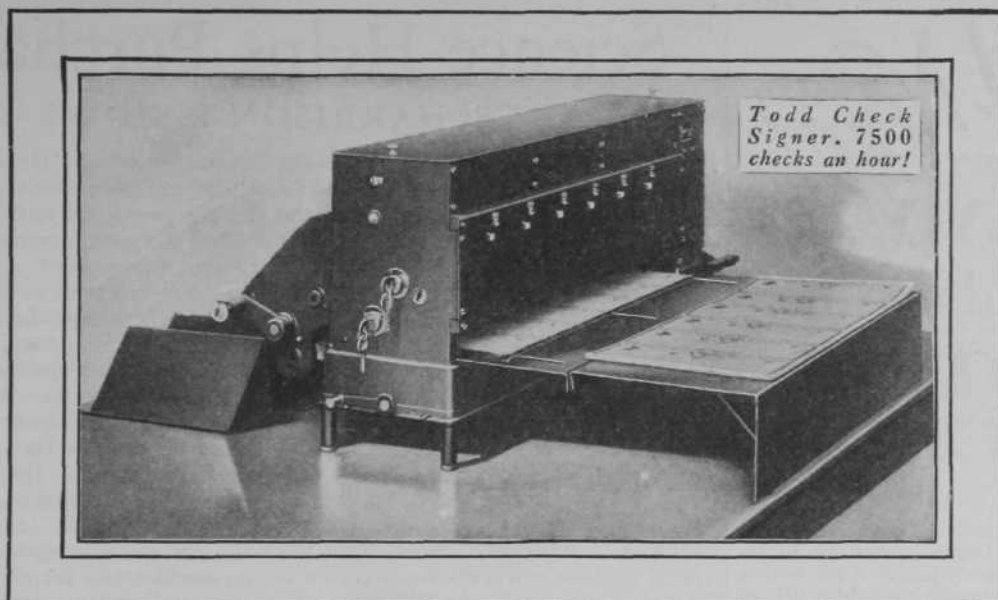
THE big blow was struck, however, when the employees and owners spent \$80,000 in three hours. The papers carried front page stories about it and it attracted no little attention.

In order to spend this money employees asked their employees to hold their regular Saturday purchases over to the following Thursday. At that time employees in every printing and allied industry shop in Omaha were given a three-hour leave with pay. They were requested to take their families on the shopping tour.

When a purchase was made, the amount was marked on a slip of paper and retained by the firm. After the period was up, these slips were gathered and the amounts calculated.

It was a clever idea of the Chamber's and it assisted not only the merchants but the town in general.

The merchants got an unexpectedly large amount of business, a lot of money was put into circulation, and the industry attracted attention from practically every firm in Omaha. The plan could be worked in every city in the United States with equal success.



*“Under no circumstances
would we now be without one”*

THE CENTRAL PUBLIC SERVICE COMPANY OF CHICAGO
REFERRING TO THEIR TODD CHECK SIGNER . . .

“The elimination of the tedious labor in signing by hand thousands of checks—which, by the use of the Todd Check-Signing Machine, is accomplished almost automatically in a few hours—is so evident that under no circumstances would we now be without one.” Thus writes the Central Public Service Company of Chicago.

The Todd Check Signer illustrated takes checks in sheets of four, five or six, reproduces on them signature and photograph (or other symbol), cuts them apart and has them ready for distribution at the astonishing rate of 7500 per hour! A new Todd Check Signer, the Single-Voucher Unit, fitting the needs of smaller businesses, is used to sign and stack single checks, double checks (two-to-a-sheet) or voucher checks at a rate of 1200 per hour! These remarkable machines produce the most nearly non-counterfeitable signature known.

Todd Check Signers relieve executives for all time of the irksome, time-wasting labor of putting a hand-written signature on thousands of checks. Only supervision is required of the executive. The machines

are double-locked and register every check signed. Their installation saves time where time is most important.

Scores of users among banks, investment houses, railroads, industries, public utilities and businesses have endorsed the Todd Check Signer as one of the most progressive achievements in modern business. Every executive in your organization who is tied down to check signing will want to know about these remarkable machines.

We will be glad to furnish you with complete information. Get in touch with the Todd office in your city or mail us the coupon. The Todd Company, *Protectograph Division*. (Est. 1899.) Rochester, N. Y. *Sole makers of the Protectograph, Super-Safety Checks and Todd Greenbac Checks.*

THE TODD COMPANY 11-28
Protectograph Division
1130 University Ave., Rochester, N. Y.
Please send me further information about the
☐ Todd Check Signer
☐ Super-Speed Protectograph

Name _____
Business _____
Address _____



**TODD SYSTEM
OF CHECK PROTECTION**

When writing to THE TODD COMPANY please mention Nation's Business

Science Helps Purchasing

By HARRISON E. HOWE

THE customer approached the coat buyer of a department store, plainly showing her confidence in the action she was about to take.

"I bought this coat as all wool. Here are the remains of a sample taken from an inner seam and boiled out in a lye solution. Had it been all wool, there would have been nothing remaining. What does remain is cotton. The coat has been unsatisfactory and should be replaced."

Learns How to Buy Wool

THE buyer, who acknowledged nineteen years of experience, asked, "Can you really tell how much wool and cotton is in a piece of cloth?" And then the customer explained how she had made her own tests. The coat was replaced and the buyer had learned her lesson of the disadvantage of the purchasing agent unassisted by a testing laboratory when on the opposite side of the question stood a customer prepared to prove the facts.

This true account is of a retail transaction which will become more and more rare now that so many of our leading retail merchants have taken steps to make their own guarantees less a liability by knowing in advance what it is they offer the ultimate consumer.

In most cases the individual has no facilities for testing, and the amount involved in a single transaction would rarely justify the employment of a consulting laboratory to make the necessary analyses. However, the retailer has come to understand the value of such services to his own purchasing agent and what it means to be able to approach the public certain of his position with respect to the quality of his wares. The great mail-order houses built up laboratory staffs years ago and within recent years many well-known department stores have seen the light. Still more recently groups of retailers and manufacturers have united for cooperative work of the same kind. The public on the other hand is slowly coming to understand the advantages enjoyed by the individual purchaser when he does business with a store which guides its buyers with the help of a scientific laboratory. There may still be buyers who think they can tell the percentage of fiber of greatest value in a piece of union goods, but they are rarely found in the most successful stores.

A chemist who had been called upon to explain to a group of department store buyers the help which they could get from the laboratory was equipped with several samples of shepherd plaid in which the amount of wool varied from 20 to 90 per cent. He was about to explain the accuracy with which the percentage of wool could be determined when the store manager stopped him and taking the samples tossed them to

various buyers. "There," said he, "you think you know how to judge cloth. Tell me the percentage of wool."

Not one buyer came within 25 per cent of the true amount when guided solely by the tests he was in the habit of applying. In these days of fine art in the spinning of yarn and the finishing of goods, the old tests do not suffice.

Before these days of widely applied science, the purchasing agent's judgment was very likely to be better than that of the average man. He had more experience. He cultivated an expert judgment. He was constantly called upon to exercise his special knowledge. There were no specifications for much that he bought, and small differences in merchandise meant less than at present when the presence or absence of some materials may be the difference between a useful material and junk.

In the old days it was a case of buying as closely as possible, below cost where it could be done, studying markets, and practicing in too many cases various tricks designed to force the low prices.

Buying Becomes Scientific

TODAY the progressive purchasing agent realizes that he is merely a fiscal agent and that those from whom he buys are entitled to a fair profit. Whereas he once looked upon the chemist and other scientists as competitors for his job, he now regards them as his allies. Those from whom the purchasing agent buys may have the guidance and advice of a scientific staff and without equal facilities the purchasing agent may be sadly handicapped.

The purchasing agent who buys but a few items may be enterprising enough to inform himself fully regarding them. At one time this was enough, but now the list of purchases is greatly extended. The stores upon which a compounding room of a modern rubber products factory draws will contain some fifteen hundred items, not including the various kinds of rubber. No purchasing department can hope to know all that is necessary about the individual items in such a list without the records prepared by the testing laboratory.

Then, too, these are the days of specifications and wherever possible these specifications have been set by technically trained men.

The purchasing agent cannot be expected to tell merely by observation whether the article bought meets the prescribed requirements, and since the cost of raw material is so small a part of the ultimate finished manufactured article, it is too much to risk even on the guarantee of a reputable source of supply. We make a practice of counting the money paid on our check by the bank cashier, not because we distrust the bank but merely

And Now PENNSYLVANIA would use the VOTING MACHINE

WITH other progressive States, Pennsylvania is seeking to replace the paper ballot with voting machines and votes November 6th on a Constitutional Amendment to authorize their use at all elections.

Here, as elsewhere, the State Chamber of Commerce is a leader in the movement to vote by the modern method.

In all of New York City and in 2,000 other cities and towns, from Hartford to San Francisco, voting machines are employed today. In most cases an amendment to the existing election laws is all that is necessary to permit their use.

Voting machines make balloting swift and secret; provide immediately at the close of polls a mechanically accurate count; render spoiled ballots impossible; avoid costly recounts, and materially reduce cost of conducting elections.



Chambers of Commerce and other interested organizations or individuals are invited to send for illustrated booklets describing the operation of voting machines or to ask for demonstration. Address Department N-2

Automatic Registering Machine Co., Inc.
JAMESTOWN - NEW YORK
MANUFACTURERS OF
**VOTING
MACHINES**

to be sure. And errors have been made.

Deliveries from a reputable house are checked in exactly the same spirit. Labor has become too costly an item to make it wise to take any chances on the suitability of raw materials. The differences between good and bad for a definite purpose are sometimes represented by tenths or hundredths of a per cent of some ingredient of special potentiality.

They Look Almost Alike

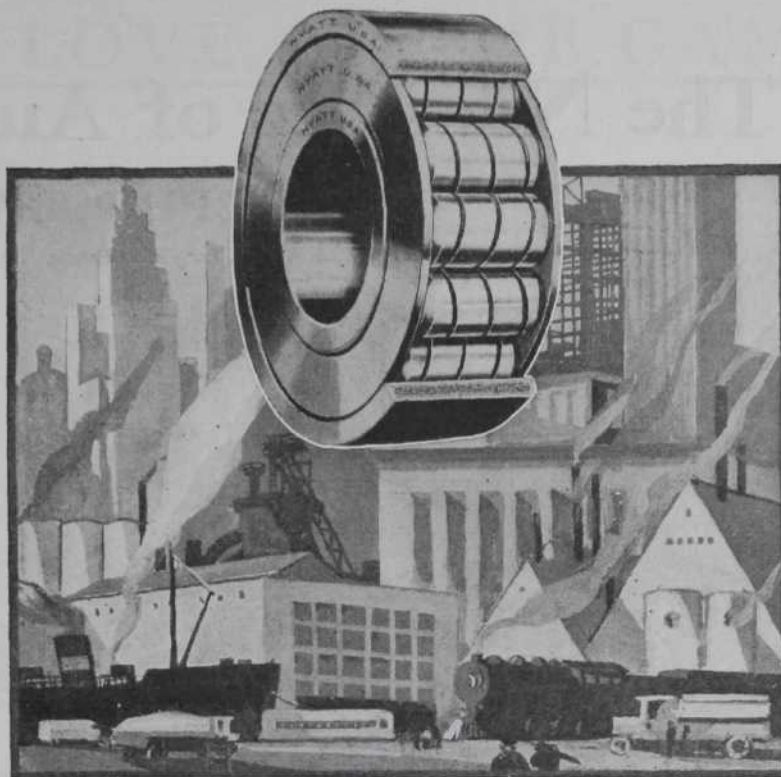
THIS is particularly true among the alloy steels, to which we owe so much in this day of marvellous machinery. There is little difference in the appearance between members of this large family of alloy steels, and in the best shops mistakes may happen. A constant check in the laboratory is the only safe method. Not only do the alloys differ in the content of the semi-rare element, but there is a long list of these alloys, any one of which may be wanted, or they may be present in combination. The user wants to know as exactly as possible whether expensive time and equipment are being devoted to the right raw material. If not, then seconds may be produced, profits disappear, and disappointments occur in deliveries.

Another change in the situation is the salesman whom the purchasing agent meets. The picturesque drummer of the gay 'nineties has been succeeded by the sales engineer. He comes prepared to talk technical data and expects the purchasing agent to take the time to check his statements thoroughly. More than likely the transaction of business will be facilitated if he is given access to the men who would use his material. They talk the same language, enjoy discussing differences and ultimately reach a conclusion which will guide the purchasing agent in serving well his employer.

A few years ago a salesman walked into a factory with a liquid for which he claimed superior qualities as a belt cleaner and reconditioner. To the master mechanic the salesman demonstrated that the liquid would do all he said it would. The price was ten dollars per gallon. But the purchasing agent refused to buy until he had consulted the plant chemist. The material proved to be a common chemical compound worth at the time \$1.25 a gallon.

While such examples could be greatly multiplied from the experience of hundreds of purchasing departments, the service however important at such times is less valuable than that given day by day in obtaining for the purchasing agent data to guide him as to the fitness of this or that material for plant use, the improvement and perfection of specifications, and the constant watch to ascertain the true value of material as checked against orders.

The purchasing agent having at his disposal the reinforcement which a testing laboratory can provide, is in a greatly strengthened position. Without such assistance he must frequently find himself at embarrassing disadvantages.



The Hyattway is the Saving Way . . .

POWER saving—profit saving—longer life—faster production—these are the wonders Hyatt Roller Bearings are working in all industrial applications.

Wherever installed on wheels, drives, shafts, gears and motors, smooth running Hyatts transmit power without effort or waste. Practically frictionless they avoid the sticking and drag of plain bearing surfaces.

Equipment lasts longer when rugged Hyatts are employed. Immunity from bearing breakdowns insures faster, smoother production. Attention is confined to infrequent lubrications. Labor and maintenance costs are negligible.

Throughout all industrial applications as well as in railroad, automotive, mining and agricultural equipment engineers have found that the Hyatt-way is the Saving Way.

HYATT ROLLER BEARING COMPANY

Newark Detroit Chicago Pittsburgh Oakland

HYATT

ROLLER BEARINGS



When writing to HYATT ROLLER BEARING COMPANY please mention *Nation's Business*

The New Age of Auctioneering

By JOSEPH P. DAY

Of Joseph P. Day, Inc., Real Estate, New York



A NEWSPAPER man I have known for a number of years once called me "The Billion Dollar Salesman and Million Dollar Advertiser." Another friend of mine, a prominent banker, at a luncheon held in the Bankers' Club, introduced me as "The World's Only \$250,000 a Year Advertising Copywriter."

Nowadays, when my business associates and clients—yes, even the members of my family—ask me why I continue trying to get twenty-four hours of work out of each day, my invariable reply is:

"How else could I manage to live up to the slogans that have been wished on me by my friends?"

I have referred to these slogans by way of introducing the subject of real estate auctioneering and the evolution of that important branch of the real estate business since the days of brass bands, fireworks, red lights, free presents and all the rest of the ballyhoo that was part and parcel of the equipment of the pioneer real estate auctioneers who thrived and prospered during the days of the "Covered Wagon."

Those old timers had their troubles just as we auctioneers of today have ours. The outstanding difference between the real estate auctioneering method of the past and of today consists in the methods employed in creating a market for the

A RARE sense of values, a distinguishing ability to read human nature and its wants, and an abiding faith in printers' ink have helped Joseph Day to move mountains of real estate by auction. His sales of estates, industrial plants, factory sites and town lots have brought millions of dollars to their owners

property to be sold, in persuading people to attend the sale, and, then, in getting them to buy.

There are four fundamental principles in the art of selling, whether it be real estate, stocks or bonds, works of art or any other commodity. These principles apply in this order: Attention, Interest, Desire, Action.

The old timers who used the ballyhoo methods made up of brass bands, free lunches and prizes, employed these methods to create the first three of these prin-

ciples. When I entered the auction field about a quarter of a century ago, even the most dignified of real estate auctioneers on occasions used brass bands and distributed free lunches. As a young man and before I became an auctioneer, I attended several of these sales and decided that if ever I should become an auctioneer I would do my utmost to do away with these false standards for creating attention, interest and desire, as I felt that they were undignified for the real estate profession.

About seven years ago at a luncheon of the Miami Chamber of Commerce in Florida (and mind you this was before the Florida boom) I objected to the practices of brass bands, free luncheon and free prizes. The Coral Gables project, which was then in its early stages of development, was using these ballyhoo methods.

I attribute the great changes that have taken place in real estate auctioneering methods to the efforts of the New York City real estate auctioneer—constantly to raise the standards of the business. It has been a long battle, but a successful one. And I believe that the buying public today has as great confidence in a properly advertised and conducted auction sale as in any other form of sales effort.

The public has come to realize that real estate is merchandise and that, as such, real estate must be bought, sold and

JUST PLAIN LOVE OF THE GAME



TWENTY-FIVE THOUSAND STONE & WEBSTER MEN KNOW THAT THE GROWTH OF A PUBLIC UTILITY COMPANY DEPENDS ON ITS SUCCESS IN SERVING THE PUBLIC.

"THE storm broke early in the day, and by night our lines were in a state of chaos. I sat in the distribution office all through that night and watched the battle fought out. What kept those linemen on the job without food or sleep? It wasn't wages—you can't pay men for such losses—it was just plain love of the game—just fighting spirit—Stone & Webster Spirit—that kept them at it. They sensed the romance in it. Why, they stormed in there, beaten from the towers by a 75 mile gale of sleet, soaking wet or frozen stiff, grousing like soldiers in a front-line trench, damning the cars, the tools, the wind, damning everything, till the cars were replenished with gas and oil and they were off

again. There was trouble to spare that night—everyone knew where to find it, and went out to get their share. Swearing? Sure—Mad? Clean through—who but a moron or fool giggles at a blizzard—but happy? Every last one of them, and fighting with all they had."

—A Manager's Report

Stone & Webster men are recognized for the part they play not only on the job but in the community. Wherever there is a Stone & Webster company, there you'll find a group of men, bound together by a common fellowship, taking an active part in local affairs; working for civic betterment, helping to develop local industries. The Stone & Webster training fits its men for public service.

STONE & WEBSTER

INCORPORATED



traded in precisely the same way, and with the same caution, good judgment and foresight that is applied to buying, selling and trading in merchandise of any and every other character.

I believe I can say, without fear of contradiction, because of the amount of money I have spent in the newspapers during the last quarter century, that I have succeeded in completely changing the older methods employed in advertising real estate auction sales; and in raising the standards of real estate auction advertising to as great an extent as any other advertising standards ever have been raised.

Uses Much Advertising

IN the course of doing this, I evolved a special style of advertising that concentrated the attention of the buying and investing public, not only on real estate, but on real estate in many different and widely separated sections. I gave the public the opportunity to decide for itself where and how it would like to invest its money in a business or residential site, a home or income-producing property. I am a firm believer in newspaper copy. I advertise my sales weeks in advance and so group my advertising that no single offering has the slightest advantage over any other offering included in the group.

Another feature of the newspaper and magazine advertising methods I have applied to real estate auction sales has always been that each advertisement contain a summary of the salient facts relating to the property, its location and surroundings. This has been a long step forward in the right direction, as any one may observe who takes the time and trouble to compare the advertisements of today with the stereotyped real estate auction advertising of the past, which was nothing more or less than merely an announcement of the sale, in bulletin form.

Real estate auctioneering, therefore, has grown to a business that is nation-wide in magnitude—world-wide in possibilities. The day of the old buckboard, in which the auctioneer and his assistants drove from lot to lot, while the crowd followed on, has passed. Auction sales today are held in fully organized real estate exchanges and salesrooms that have a definite standing and which are strictly supervised by the directors of the exchange. Auctioneers must be licensed wherever they sell—whether from under a spacious and comfortable tent on the premises or the grand ballroom of some leading hotel. There are no more fire-works and no more free gifts, no more circus stunts and free lunches.

Real estate auctioneering today is a dignified business. The auction sale is promoted at considerable expense prior to the sale and on the day of sale it is held under the most comfortable conditions possible. The audience is seated under a large tent that protects it from the sun and rain. These tents are electrically lighted so that the sale can be continued as long as the bidders show a disposition and willingness to buy.

A number of aisle-men are present at the sale to answer questions and to present bids to the auctioneer. A temporary cashier's department is established for the receipt of payments, and men are employed to have the contracts signed by each of the successful bidders. Everything is done "according to Hoyle" and there is no confusion.

Personally, I have handled numerous sales at which from 5,000 to 10,000 persons were present, and at which crowds of eager bidders literally swarmed over the auction stand, taking my assistants and myself completely by storm. It is difficult at such times as these to keep track of the bids and to see that each bidder gets the property for which he had bid, but the organization I have built up has been able to handle it.

In the final analysis, however, it is all a

plain as to the various steps a prospective purchaser must take in buying a lot. On the day of the auction he signs a contract; pays an initial deposit which is usually 10 per cent of the purchase price, and in about thirty days he generally gets his deed, providing he does not prefer the instalment form of mortgage which enables him to pay the balance of his purchase price usually at the rate of 2 per cent per month.

This is known as the easy payment plan and is generally adopted today when the property purchased consists of vacant lots.

After this, comes the settlement with the owner, who receives from the auctioneer the net amount due him from the total of contract payments after the deduction of the expenses incurred.

The principal function of an auction sale is to convert real estate into cash in the most expedient way possible, and without the frequently protracted negotiations attendant upon a sale by private treaty.

For example, the Bankers Trust Company of New York and the executors of the estate of the late Commodore Charles A. Gould had six million dollars' worth of real estate that they wanted to liquidate in order to meet certain cash bequests to various heirs. Many of the properties were located in good sections of Manhattan, but were involved with intricate leases. Other parcels were in less active sections and others were in districts where real estate activity had ended.

Make Quick Sale

ACTING upon my advice, the bankers and executors authorized me to sell these properties at auction. In thirty days from the day they notified me to go ahead, the sale was made. A very extensive advertising, publicity and promotion campaign was entered into, and anticipating a very large attendance, I hired the ballroom of the Hotel Commodore in which to hold the sale. On the afternoon of the auction this room was crowded to capacity, with people overflowing into the corridors.

One of the properties included in the sale was the Aeolian building, at north-east corner of Fifth Avenue and 54th Street, which had been awarded first prize by the Fifth Avenue Association for the finest building constructed that year along Fifth Avenue. This award was a gold medal, which I capitalized in all my advertising. I had a replica struck-off which I sent to large operators to interest them in these properties.

Property owners, including the execu-

(Continued on page 169)



THE SCALE of advertising used by Joseph Day, modern auctioneer, is suggested by this sign at one of New York's busiest street corners. As an electrical gesture for attention it invites comparison with the old days when hand bills sufficed for public notice

matter of long experience and a complete comprehension of auction-room psychology. In the course of every sale there are invariably numerous little disputes to be ironed out, and this must all be done without interruption of the sale itself. Over an experience of twenty-five years, I can safely say that none of my sales ever has been seriously interrupted by a dispute between a bidder and my representatives.

In all of my advertising I make it very

From the Cradle of the Steel Pipe Industry

WHEELING COP-R-LOY PIPE

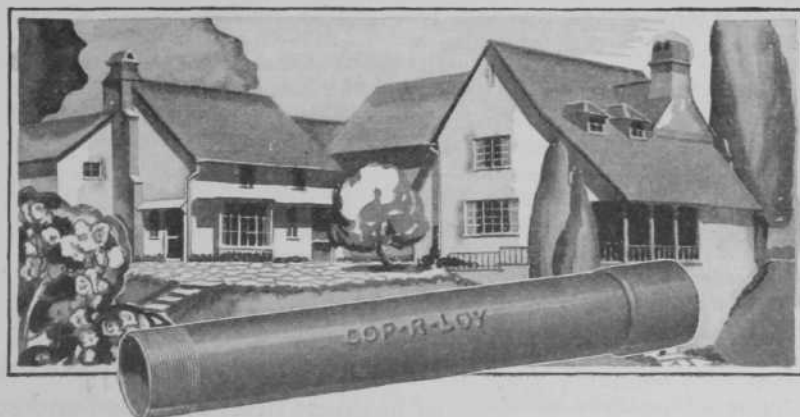
Reg. U. S. Pat. Office

MADE OF COP-R-LOY, THE COPPER ALLOYED STEEL

BEHIND every industrial development of consequence is a strong will that knows no obstacles in the pursuit of success. So it was with Steel Pipe, first perfected in 1888 under the guidance and determination of Frank J. Hearne, pioneer steel maker of Wheeling.

Hearne recognized the Age of Steel. Realizing advantages which steel has to contribute to all progress, he turned those advantages into pipe and attained for all, new standards of economy and service which are today responsible for steel pipe constituting 96% of all wrought pipe produced.

And now from the scene of Hearne's success, "the cradle of the steel pipe industry," comes another accomplishment in pipe manufacture, COP-R-LOY Pipe, made of COP-R-LOY, the Copper Alloyed Steel. By reason of its greater durability, it is destined to take even higher rank in the field of sanitation, health and convenience than even that of Steel Pipe which has become indispensable. Produced in many important forms, COP-R-LOY, the basic material, has demonstrated unfailing service to



industry, agriculture, transportation and the home. Known for 20 years is its performance under any and all conditions, leaving no question, no doubt, in the minds of all who know pipe best—architects, engineers and plumbing contractors—that COP-R-LOY Pipe is another forward step in the great Age of Steel.

When you have need of pipe in building or for replacement, have confidence in your architect and plumber if they recommend and use COP-R-LOY Pipe, because it will increase the return from every dollar put into the job. COP-R-LOY Pipe is new and yet the refined alloy steel of which it is made has met the test of time. Write for a booklet which will explain the benefits obtainable from COP-R-LOY Pipe.



"From Mine
to Market"

THE importance of Steel Pipe to present day living is seen in statistics for 1927 which show a production of 2,978,493 gross tons (2240 lbs. per ton). This is equivalent to 55 pounds of Steel Pipe for every man, woman and child in the United States, and no other wrought tubular product compares with such overwhelming preference.



**WHEELING STEEL
CORPORATION**
WHEELING, WEST VIRGINIA

Subsidiary Companies:

Wheeling Corrugating Company

Wheeling Can Company

Pitt Iron Mining Company

The Consolidated Expanded
Metal Companies

Consumers Mining Company

Ackermann Manufacturing
Company

La Belle Transportation Company

La Belle Coke Company

The Why of the Mid-Year Meeting

By WARREN BISHOP

THE Chamber of Commerce of the United States at least for the purposes of this article, might be considered as being, like "All Gaul," divided into three parts.

First there is the thing that is the Chamber, that makes it a real federation—the membership of 1,500 organizations, chambers of commerce big and little, all the way from New York to San Francisco; trade associations of a 1,000 members or a dozen. All are alike in one thing. They are groups of business men, who having a common purpose find they can best work to aid that purpose by getting together.

Second, the officers and staff, directors chosen by the organization members, a president chosen by the Board, committees, department heads, assistants—the working force of the organization. They are the agents of the members, carrying out plans and policies that are determined by the members.

Third, there is a group which forms the connecting link between the members and headquarters in Washington. They are National Councillors. A federation of 1,500 organizations is a bulky thing—the officers of member organizations have other things to do than concentrate their attention upon the National Chamber. So each organization chooses its National Councillor to represent it in the United States Chamber and at once to keep it informed of what is going forward in the National Chamber and to keep the National Chamber informed about the organizations' views and problems.

It is around these Councillors particularly that the mid-year gathering of the Chamber centers. This year the meeting was at Hot Springs, Arkansas, and several hundred men journeyed there; stayed, some one day, some five or six; met in committee, talked in lobbies, and wound up with two days of discussion in open meetings.

What manner of men and of what do they talk? Take one subject, agriculture, most talked of throughout the country perhaps. Political platforms and political orators plunge into it or walk around it as temperament dictates. It is talked on soap boxes at city corners and in front of cross-roads stores.

And with all this talk the National Chamber's members have been working

and working helpfully with this problem for years.

Who does it and how? Take the "who" first. The Chamber has a committee on agriculture. It met at Hot Springs and sat most of the time for three days. Who was there?

DWIGHT B. HEARD, chairman, rancher, and investment banker from Arizona.

MARSHALL DANA, editor of *The Post* of Portland, Oregon, who brought with him some of the Northwest's point of view.

M. M. BAKER, vice president of the *Caterpillar Tractor Company*, who farms and makes farming machinery. "Vice President in charge of Cows" they call him in his own organization.

JAMES A. WALKER, head of the *Blue Valley Creameries Company*, Chicago.

JOHN BRANDT, president of *Land o' Lakes* of Minnesota, friendly rival of Mr. Walker's in business but sharing with him a desire to see what American business can do for, and with, American farming.

NEVER before, perhaps, have the problems of business been so varied and so intricate. And I am sure that never before has there been greater need for a proper understanding and appraisal of the problems of business both by business and the public. Business needs to look to its own affairs frankly and candidly and in the proper perspective.

There is need, therefore, of real business statesmanship; for its problems are so wide spreading and so intimately inter-wined with both business and public welfare that mere curbstone opinion based on snap judgment and half truths will not suffice. These questions require detailed, scientific study by the best business brains of the country. Your National Chamber is a laboratory for such impartial, unbiased study.

—WILLIAM BUTTERWORTH

DAN A. MILLETT, cattleman and banker from Denver.

WILLIAM J. DEAN, of St. Paul, dealer in machinery, much of which finds its way to farms.

HARRISON E. HOWE, chemist and editor of the *Journal of Industrial and Engineering Chemistry*, asked particularly for his spe-

cial knowledge of the obligation by industry of farm waste.

CHARLES D. BOYLES, director, *Farm Seed Association of North America*.

There are two reasons for testing the make-up of this committee.

First, that such men as these were willing to make the trip to Hot Springs, to use their valuable time in an effort to work out what American business can do for American agriculture.

Second, that this committee was only one of a dozen similar groups that were meeting in a whole row of rooms on the second floor of the Arlington Hotel.

What type of subjects did this committee discuss? For one thing the pending referendum on agriculture, the protest against the clause dealing with reclamation. Was the referendum drawn in the best possible form? Is there any lesson to be learned in handling future referenda? What are real common sense commercial possibilities of utilizing farm waste?

At an open session of the meeting, Dwight B. Heard, chairman of the committee, told the Councillors and others what in his and the committee's opinions the Chamber might do on agriculture.

Some of the other subjects given consideration were state and local taxation, street and highway traffic, proposed changes in the Federal Reserve System; government reorganization, fire waste control, aeronautics, the share of business in community development.

By resolution the meeting declared its faith in the referendum as a means of sounding out business opinion but urged a need of improving the methods by which the member organizations vote.

Another change that was discussed and which will be submitted to the membership is that the number of regional divisions of the Chamber be increased from four to six with a resulting increase in the number of vice-presidents and division managers.

To chronicle in any detail the work of this mid-year meeting would take not one but several pages. All that I have here sought to do is to set forth "why" the meeting was held and "how" it worked. The "what" of the meetings, the real things it did, will be reported and reflected in this magazine for many months.

The Candle Comes Back

On Colonel Green's estate at South Dartmouth, Mass., the spars of the old whaler, "Charles W. Morgan," still rise aloft. But she is a museum, and the reminiscences of Captain Tilton who shows visitors her "points" are touched with sadness as he recalls the days when five hundred staunch whalers sailed from the port of New Bedford.

¶ Whale oil lamps faded before kerosene, just as the stage coach gave way to steam. The place of honor on our grandfathers' tables went to a shiny glass contraption with a red flannel flower floating in the oil reservoir.

¶ Goodbyes were said to the primitive candle.

¶ Then came gas, and the incandescent mantle, with its glare and the sharp, biting smell of burning cloth as it was burned in. Further away faded the candle's beams.

¶ Then came electricity, upon whose giant shoulders now rests the lighting of the world. And the candle?—merely an emergency device when a fuse blew out.

¶ One great company, singularly a leading producer of kerosene, gas and oil discovered that candles still are desirable; that the dinner-table has new charms under the soft light of candles. Today, the output of the candle-making plants of the Standard Oil Company of Indiana is greater than the output of candles in all the United States in the days before kerosene.

¶ "How far that little candle throws his beams!" said Shakespeare, and his words still are true. For millions of candles are being used in a day when other forms of lighting are perfected as never before in history.

The Candle Division of the Standard Oil Company of Indiana is representative of those American industrial plants in which Sherman Engineers have worked with management in the solution of one or another problem of production and distribution

THE SHERMAN CORPORATION

Industrial • Production • Sales • Management

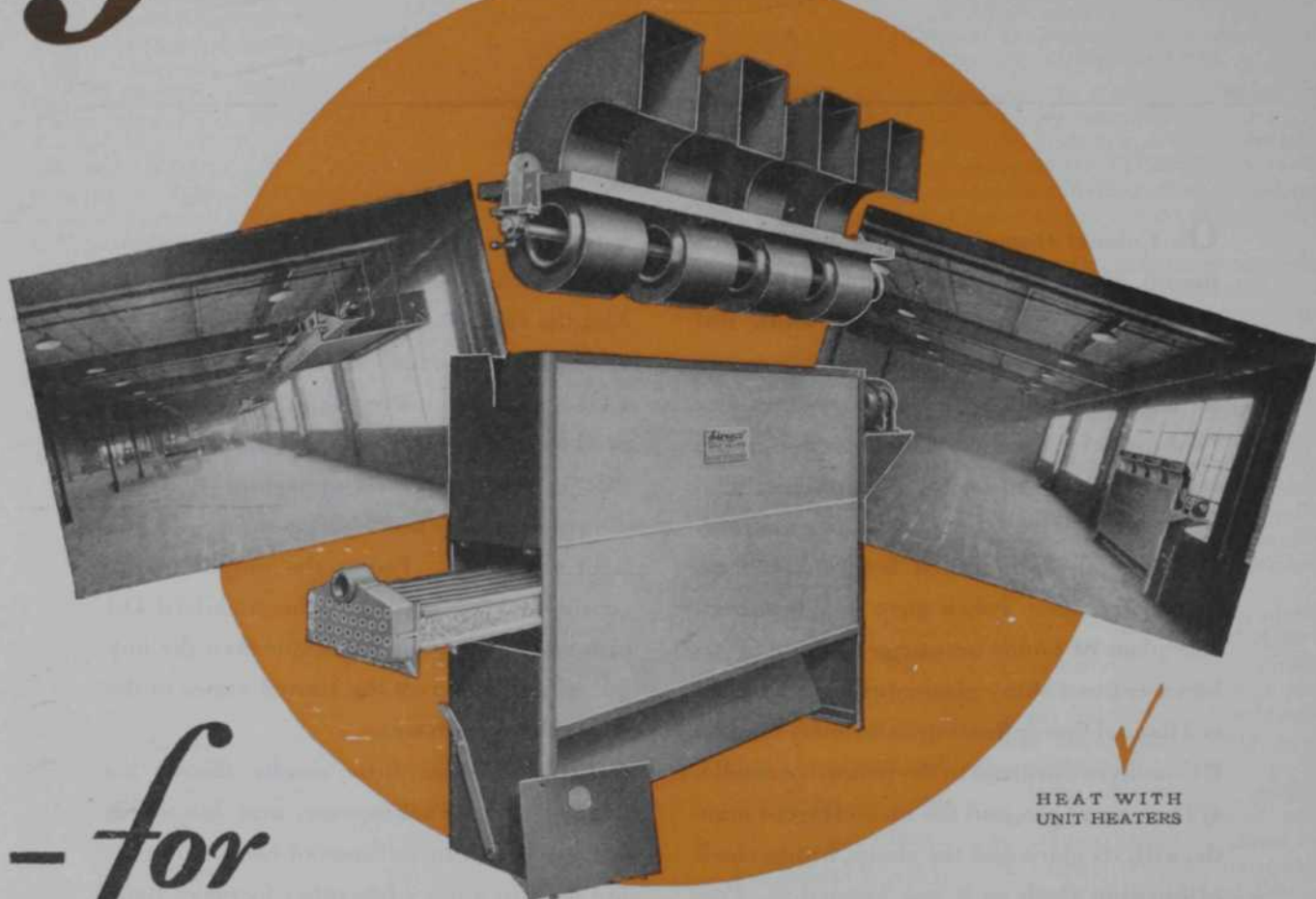
ENGINEERS

New York: 292 Madison Avenue Boston: 31 Milk Street Chicago: 208 So. LaSalle Street
St. Louis: 314 N. Broadway Cleveland: Union Trust Bldg. Toronto: Metropolitan Bldg.



Surveys and Analyses of Plant Operations • Wage Systems • Production Control • Market and Sales Research • Merchandising Counsel • Origination and Development of New Distribution Ideas • New Products • Community Industrial Development Programs • Engineering Surveys and Analyses for Mergers and Consolidations

forced heat



✓
HEAT WITH
UNIT HEATERS

-for LARGE INDUSTRIAL AREAS

There are two significant reasons why you should have all the facts on the Sirocco Unit Heater ... first, because it has features of design and construction that heretofore have not been obtainable in any heating equipment, regardless of price or type ... second, because the Sirocco Unit Heater is a product of American Blower ... built as only American Blower, with its vast resources, complete facilities and forty-seven years' experience, builds heating and ventilating equipment. The Sirocco Unit Heater is the companion to the world-famous Venturafin

Unit Heater ... it is the *built-to-order* heating unit for large industrial areas ... that forces heated air where you want it ... when you want it ... and as much as you want ... that actually puts "waste heat" to work — reduces "heat loss" to a minimum, and distributes heated air more evenly in working areas ... and it ventilates as it heats — or can be used for either heating or ventilating alone. Sirocco Unit Heaters are made in 28 sizes and capacities for both floor and ceiling applications. Mail the coupon today for complete information — no obligation.

C O U P O N

Please send me complete information on the Sirocco Unit Heater for:

Type of Building _____

Name _____

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American Blower
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VENTILATING, HEATING, AIR CONDITIONING, DRYING, MECHANICAL DRAFT
MANUFACTURERS OF ALL TYPES OF AIR HANDLING EQUIPMENT SINCE 1881

AMERICAN BLOWER CORP., DETROIT, MICHIGAN
CANADIAN SIROCCO CO., LTD., WINDSOR, ONTARIO
BRANCH OFFICES IN ALL PRINCIPAL CITIES

The Battle for the Dime

By ROBERTS EVERETT

Illustrations by Stuart Hay

OUR seemingly casual small-change expenditures of pennies, nickels and dimes, for both needfuls and trifles, may be conservatively estimated at some \$23,000,000 a day—which makes a tidy annual total of about \$8,400,000,000. This is two daily dimes for each of the 115,000,000 persons in the United States. Should it at first seem far-fetched to reckon babes-in-arms, it may be remembered that for those same infants many a purchase is made by adults.

Should it seem unlikely that each member of every unskilled wage earner's family on every day in the year finds an easy twenty cents in his pocket, it may be remembered that it is for such families frequently that a wide range of food and household necessities is acquired in five and ten cent volumes.

This eight billion dollar estimate is possibly quite low. Food-products items within the dime-or-less classification probably alone account for several billions. Consider bread, to that end.

Today, we have with us the sweeping "Battle for the Dime!" And for its components, too—the single pennies and the five-cent pieces.

This is a new battle among us. At least new at its present scale. The luxury motif in demand and in selling has in part widened its fray. The mechanization of industry has, almost automatically, helped it spread.

Mighty Trades from Little Coins

THE small coins are now potent coins. It is the dime or its children which are at the base of practically all short-haul passenger transportation in the country. They are the five cent and ten cent pieces which are for the most part responsible for our great telephone system. A well-known monument to the miscellaneous ten cent purchase long ago jugged into the famous skyline of New York.

It is a rather startling list of industries and divisions of manufacturing and commercial pursuits which reveal themselves largely dependent upon the direction of flow of the small-change stream of purchases. Some industries seem as far removed from a dime, as a locomotive frame from an ash tray.



Errand girls shall have pearl-like necklaces

The short-haul transit industry already mentioned, as a matter of fact is the cause for existence of extensive equipment and supply industries.

These then, also live on the former's dimes and nickels. The publishing industry, whether its product be a national weekly in some millions of copies, jazz-blues sheet music or any one of 2,000-odd daily newspapers, has

largely a penny-to-dime market. But makers of automatic presses weighing some scores of tons and taking from several months to more than a year to build are also dependent upon that industry.

Directly or indirectly almost every food product in some ultimate or penultimate stage comes within the odd-change province. Almost every milk food product does, just for example: milk; cheese; ice cream.

In 1926, the wholesale value of the United States' milk destined largely, presumably, for eventual household use was \$3,120,935,000! In the same year commercial ice cream's wholesale valuation

was at least \$300,000,000, and the like valuation of condensed and dried milk was some \$135,000,000, and many of these commodities were sold at retail in small quantities.

Dependent on Small Purchases

MACHINERY, supplies and equipment enterprises, which form a line of support for the milk products industries, according to certain estimates purveyed in the same year \$90,000,000 worth of items to dairy food plants generally. Again the dime and the nickel were behind the scenes.

Nor are our five and ten cent spendings noncompetitive in nature. For milk and tobacco—again just for example—are in many ways competitive products, as close investigation will show. Shall it be cigarettes or a milk shake? "Bill, have a cone, or a cigar?" Competition inheres in the two commodities but it exists also because both products are odd-change equals in price.

The laundry industry—today it is far greater than is commonly thought—is, in "by-the-piece" reckoning, a penny-nickel business, too. Soap is primarily a five and ten cent product. So are many cosmetics. And any chain drug store has in stock fifty different ten cent items which seem to belong very clearly to no recognized products' family.

Paper products as they reach the final consumer, are penny products, to a surprising degree. A vast range of notions, many of them related closely or remotely to textiles, are ten cent purchase items.

Almost all small containers—although in some of their commercial stages they may be purchased by the carload—in strict cost accounting practice and in the final consumer's outlay for container plus its contents, are small-change products. They may be of metal, glass, fiber, wood, paper or what-not. Several million dollars within the last few years have been invested—some of them profitably, some unprofitably—in automatic vending apparatus and ventures. These are all



Sonny has acquired a thin dime. The pressure on him to spend it becomes terrific

based on the restless nickel, the casual dime, in the pocket of the passer-by.

Some day industrial census men will survey the shoe polishing "industry." Their figures on volume of business and number of employees will startle more than one economic "dopester." In materials used and services performed it is another ten cent giant.

The seed trade is largely a dime trade. So are almost numberless others.

Pressure on the Dime

ACTUALLY the procurement, manufacturing and merchandising competition which rests upon the current spending of dimes and nickels, is so keen and so widespread that it is quite literally true that the mere presence in any citizen's pocket of a restless small coin is a provocative stimulus to a great section of the nation's business.

To move that coin, factories which sprawl across whole acres are built; advertising copywriters devise newer and more trenchant appeals; buying scouts in every nook of the commercial world sharpen their wits and diversify their purchases; experts in distribution make surveys and study personal and community habits; stores and chain stores by the thousands change their stocks, redress their windows; banks and investment houses make and call loans and bring about mergers. To some degree the whole amazing intricate machinery of modern activity sets itself in motion to get that one coin.

It is dramatic and complex, this industrial and commercial interplay and cross-play for the small change of the country, in which corporate units, massed capital and public taste are among the great, personified participants.

Consider the small son and his dad and his mother and little sister of any moderately prosperous family of any community, urban or rural, anywhere in the country, and the small-change which each spends.

Picture any ten or twelve year old boy who has acquired one thin, small chip—a minted ten cent piece.

The pressure and blandishments of industries and products upon his dime and himself will be actually little short of terrific. He will perhaps have a friendly feeling toward some slight solace for the palate.

Yet what may he do, when he finds himself torn between the subtle suasions of the ice cream men, who have plastered the country in a variety of methods with cooperative advertising—of the manufacturers of confectionery, who, in

a cooperative movement pictorially are tying "Buy Candy" reminder strings around American fingers—of the carbonated beverage bottlers who are rapturously, in print and other places, glorifying "pop"?

Assume that he decides for ice cream; which will he purchase (each one costs the same!): two Eskimo Pies, a chocolate soda, a big cone, a fistful of "sandwich," a dish of vanilla, or an individual slice in a carton?

But he need not buy any of the named pleasure-givers. He may buy cake, by the slice or in a carton, and pull out raisins from California and nutmeats from Spain. Or cookies, galore. Bananas from the bunch or a mastiff-sized "hot dog." He may put lime in his bones, zip in his muscle cells, vitamins in his 'tummy—or ruin his digestion.

Or he may have today an urge toward amusement: toys, sports and their accessories. It seems apparent again that he has a wide choice.

But is it really a choice? Well, it's at best a *restricted* choice, because, for all that he is possessor of a dime, he is not an absolutely free agent. For throughout any period of more than a second he has a variety of desires and vague beginnings of desires, and there is thus some indecision implicit.



The publishing industry has largely a penny-to-dime market for its product

His dime will admit him to many a motion picture "palace," to a flea circus, to an amusement park, to a puppet show at his school; it will admit him and his gang to a penny arcade. Should he decide on the movie there will still be, probably, the necessity of a choice of one show among several, and in an amusement park there are, of course, the scenic racer, the games of skill and the games of chance—barkers and electric lights grasping more than once for his dime.

Toys? There are card games (scores of them intrinsically equally tempting),

a checker or chess set, nine-pins and whistles, even a mechanical train, and spring-powered toys in innumerable listing. There are available, for his dime, tops, marbles, tin soldiers, toy menagerie specimens, firearms and drums, miniature musical instruments, toy watches, toy airplanes, uncounted puzzles—which to choose among their allurements and bally-hoo?

Actually (and this is not even mildly exaggerative) many importers of novelties, almost innumerable American and foreign manufacturers, and domestic distributing organizations galore either prepare to admit the sheriff or pile up cash reserves exactly as they may entice the small boy in general—and the rest of the family—to flip odd dimes this way, say, as against that.

Perhaps, at a given moment, this particular boy scorns both food and amusement but his soul seeks knowledge or his spirit needs song. His attention may be promptly drawn to a variety of thing-umbobs with which he can easily put the finest radio set out of commission, however constructive his intentions may be; to pencil boxes containing not only pencils and pens but small note books and amazing miscellanies to assist him to learning; to elaborate assortments of crayons, or water-color paints and brushes; to small tools with which he may fashion anything from boats to a play-house "lean-to"; to a complete pair of spectacles.

He may find that the ten cent books which compete for his favor are almost all-inclusive in range, encompassing, apparently with equanimity, the works of Homer, Virgil, Caesar, Scott and lurid modern mystery tales.

In the advertising columns of the household's favorite weekly he may learn of a "New 64-page book of model airplanes. Teaches the principles of flying, contains plans and directions for building gliders and racers. . . . Sent postpaid for five cents."

Little Sister may duplicate any of her bigger brother's purchases, if she chooses to emulate him, or she may select (under pressure conscious or unconscious) from an equally wide and different range of gratifications strictly feminine.

Mother, herself, with a casual dime in her change purse, may hesitate among choices that are probably literally beyond cataloguing. What shall she buy? There are untrimmed hats, ribbons, lace, soap, manicuring implements, scissors, household tools, wash cloths, kitchen accessories, pots and pans, imitation silk stockings, fancy combs, handkerchiefs, hair pins, dishes, glasses, polishes, moth balls, curtain rods, pins, lacquers, postal cards, greeting cards, fresh and canned fruit products!

Industry has drawn upon the artistic accomplishments of the past to a surprising degree in connection with the de-



Willys-Knight trucks meet every demand of rapid, economical transportation

1-TON CHASSIS—130" WHEELBASE

\$1095

1½-ton chassis—134" wheelbase	. \$1545
1½-ton chassis—151" wheelbase	. 1595
2-ton chassis—150" wheelbase	. 1945
2-ton chassis—164" wheelbase	. 1995
2½-ton chassis—150" wheelbase	. 2545
2½-ton chassis—164" wheelbase	. 2595

Prices f. o. b. Toledo, Ohio, and specifications subject to change without notice.

Progressive operators are turning more and more to Willys-Knight trucks as most successfully combining the speed, stamina, economy and reliability demanded by modern commercial transportation.

Willys-Knight trucks are powered by the *patented* double sleeve-valve six-cylinder engine—acknowledged by engineering experts to be the simplest and most efficient of automobile motors. This superior engine is notable for lively pick-up, sustained speed, ample power for the roughest going and remarkable freedom from carbon troubles and repairs.

Other important advantages of Willys-Knight trucks include four-wheel brakes, heavy duty truck-type clutch and transmission, Hotchkiss drive, extra deep, low-hung frame, strong metal spoke wheels, balloon tires, chrome vanadium steel springs.

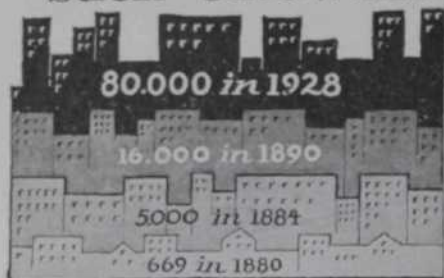
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Willys-Overland Sales Co., Ltd., Toronto, Canada

WILLYS - KNIGHT

Motor TRUCKS

When buying WILLYS-KNIGHT MOTOR TRUCKS please mention Nation's Business to the dealer

Where there is such GROWTH



there must be PROSPERITY

WHEN a city grows as rapidly—and steadily—as Roanoke, it should not be overlooked by any manufacturer contemplating new plant locations or branch warehouses.

Analyze the progressive growth of Roanoke. Here are the figures. In 1880, Roanoke had only 669 inhabitants. Four years later it was a real town with a population of 5,000. Six more years made it a city of 16,000 people. Faster and faster it grew, yet as steadily and solidly as an oak. Now the community population of Roanoke is over 80,000!

What rare combination of industrial advantages is responsible for this unusual growth? What brought the world's largest artificial silk (rayon) mill to Roanoke? Why is Roanoke the location of 113 different industries—with some plants here the largest of their kind in the South? Why is Roanoke the distributing center of some of the country's leading manufacturers?

The ROANOKE BRIEF will tell you the whole story. Write for it today on your business letterhead. Now is the time to plan your move to Roanoke. Address: Chamber of Commerce, 207 Jefferson Street, Roanoke, Virginia.

ROANOKE VIRGINIA

The Motorland Supreme!



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CHAMBER OF COMMERCE
207 Jefferson Street, Roanoke, Virginia

When writing please mention Nation's Business

sign of these new ten cent products: a shoe horn—a hair pin—a stamped metal dress ornament—may be traced, in their spirit, to the tombs of the Pharaohs or to dead Genoese goldsmiths. By-wastes of a few years ago are now ten cent by-products which bid fair tomorrow to be primary products.

And Dad's dime, of course, too, is the kernel of a daily battle of products. In some respects he is the chief spender of the country's small change, although he individually may not realize this. In one important province he is the least of our spenders, happily delegating to "the lady of the house" the family's daily buying of essentials. But whether it may happen that in a selected instance he disburses his odd coins charily or fluently, there is the same competitive beckoning for them on every side, every hour.

They may be saved in some ordinary way—deposited in a Travel Club—given away. Or lost in a game of poker! There is a greater probability that they will go, half for impulsive, half for reasoned small wants—for, as random examples, an electric light bulb, a small rake, a cigarette case, a bill fold, shaving cream, a mechanical lighter, a measuring tape, magnifying glasses, patterned hose, a key ring.

Competition in Charity

FOR curiosity's sake return to the small-boy spender for a moment. Assume that he has (perhaps not too characteristically), decided not to spend his dime but to give it away or save it. He finds competitive pressure there, too.

His dime's easiest avenue of charity is probably through a mendicant's tin cup. But a giver today, be it the boy or another, is adjured to make useful contributions by appeals more scientific than

that. He may "give until it hurts" to any of many nationally active philanthropic funds which aggressively, and with admirable "merchandising" skill, seek small coins at one time or another throughout the year. They are funds for famished Chinese, for hospital beds, for orphanage youngsters, for the Salvation Army, the Near East Relief. And there are the Sunday School envelopes.

As to savings, today's small boy's school, his neighborhood's savings bank and national thrift organizations work upon him to have him "put away" his wealth.

Perhaps his school is one in which savings accounts are handled in their first accumulation by the pupils' own thrift groups. In Rochester, New York, since the establishment of a school banking system there a dozen years ago, more than one million dollars has been deposited by school children, until now some 15,000 of them make deposits every week, of an average of ten cents each.

Actually, there is no bank in the country so great that it does not directly or indirectly seek the ten cent savings of the country, no governmental fiscal policy or effort that does not in fair part depend upon the pennies, dimes and nickels of the thrifty.

It is only by the same token that to us normally the nail file is an article but the automobile is an industry that we so seldom think of the scope and fervor of the ten cent struggle which now surrounds us. We are familiar enough with the many diagrams of the consumer's dollar, cut in differing pie-portions to illustrate many a matter relating to the long famed "battle" for that coin. But how often is that more imposing warfare really only a sequence of engagements, each of them a "Battle for the Dime?"

Bright Color Helps Workers

IT WAS Ruskin's belief that the purest and most thoughtful minds were those which loved color the most. For its part, industry is providing evidence for belief that the worker's state of mind is largely a matter of shop colors. Reactions to colors are various, of course, yet the averages do support some general conclusions, as the Virginia Electric and Power Company has discovered in experiments with color in its Richmond plant.

On the assumption that bright colors can make rooms more attractive and employes more cheerful, this company discontinued the use of dark and drab hues. The experiment with bright colors began in the carpenter shop, where woodworking machines were painted in contrasting enamels.

The results were so satisfactory that gayer coloring was then applied throughout the entire plant. Lively orange and bright blue are freely used, and in every prospect is the restful green.

No scientific study of color and its effect on the worker has been attempted by the company, nor has increase of output been the decisive intent in adopting the use of color. The chief aim is the cheerfulness and the contentment of the employes through more inviting working conditions.

That this purpose is well served is attested by J. B. Hayes, superintendent of transportation. "It is not possible to measure the effect of the change on the output, either in quality or in quantity," he writes, "but the innovation is popular with the employes and they take pride in keeping their equipment at its best."

Avoidance of shades that literally make a man "see red" does seem a useful preventive of plant wear and tear. More than that saving, this experiment promises a new and practical consideration of the toll of monotony. The revised version may be that all drabness and no brightness would make every man Jack of us a dull boy.

Alaskan Weather by Radio

AFTER years of effort on the part of commercial interests concerned, a radio station will be opened for business at Point Barrow, Alaska, on the rim of the Polar Sea, in charge of Richard Heyser, Signal Corps, U. S. A. Point Barrow is the northernmost bit of land anywhere in the territory of the United States and so far as officers of the Signal Corps have knowledge the station there will be further north than any other in the world.

The fur industry, a San Francisco trading post, the mission of the Presbyterian Church, the Bureau of Education of the Department of the Interior, which has at Barrow a school for native Alaskans, and the United States Weather Bureau will furnish most of the business for Private Heyser and his 50-watt, short-wave-length set.

Ships that come into these waters in the few weeks in summer when the ice cap moves off shore, also are expected to make use of it. Point Barrow is the center of population of perhaps 1,500 persons, with about 250 of them living actually in the village. Heretofore it's only method of reaching the outside world was by dog-sled in winter or by sea for a few weeks in mid-summer.

Foreshadows Conditions in U. S.

THE Weather Bureau is very much interested in the establishment of the radio station since it will enable it to receive reports twice each day that may be very important in forecasting weather in the United States. Alaskan weather affects the weather below the Canadian line as far east as the Atlantic Ocean and down into the South.

Observations have been made at Point Barrow in the past but when the data reached the outside world by mail after the observations were actually taken, it had very little practical value. On the other hand daily observations for continued periods, sent out when fresh, Weather Bureau officials hope, will mark another step toward the day when meteorology will come still closer to being an accurate science with results of great importance to agriculture, shipping, and especially to those in the future who travel the airways.

In spite of the pressure for such a station it might not have been established if Heyser, on furlough, had not taken a portable set with him in a flight from Seward to Point Barrow early in June. He flew with some film representatives who were looking for a lost polar explorer. Although Barrow is 1,200 air miles from Seward Heyser had his set working in 54 hours and a few minutes after they flew north, notifying the world of the safety of the explorer.

That demonstration led to the decision to try out the station permanently.

Natural Stone meets the Banker's Tests of a Good Investment



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- 1 Indiana Limestone buildings yield high income because they attract tenants.
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The Foreman National Bank Building. Indiana Limestone on low base of granite is being used for this monumental structure. Graham, Anderson, Probst & White, Architects. Paschen Bros., Builders.

THERE is no more conspicuous trend in modern building than the extent to which Indiana Limestone is being selected for all sorts of commercial projects. Modern production methods have brought this beautiful, light-colored natural stone into the price range of less desirable building materials. The result is that not only the outstanding new buildings of the metropolitan centers but all sorts of medium-priced buildings as well are being faced with Indiana Limestone.

The beauty of these fine buildings has caught the public eye. In addition to proving unusually profitable from a renting standpoint, buildings faced with Indiana Limestone are economical in exterior upkeep and the stone becomes more beautiful as time goes on. We will gladly send detailed information regarding any type of Indiana Limestone building. An illustrated booklet mailed free on request. Address Box 740, Service Bureau, Bedford, Indiana.

INDIANA LIMESTONE COMPANY

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When writing to INDIANA LIMESTONE COMPANY please mention Nation's Business

Adding Efficiency to Messengers

By HARRY L. ROGERS

WHAT has become of the old-fashioned messenger boy, whose laziness, carelessness, and general unfitness for the role of winged mercury were a prolific source of humor, and whom cartoonists pictured either as a doddering old man, or as a careless youth moving at a snail's pace?

That figure has nothing in common with the alert, neatly uniformed youngster who walks into your office today, removes his cap, and in businesslike fashion hands you a telegram. The messenger of today is a comparatively new product, evolved in the progress of modern business practice.

He is the product of a definite, carefully considered policy, designed to help the youngster become a worthy citizen and a useful factor in the business world.

No Improvement on Messengers

NEWCOMB CARLTON, president of the Western Union Telegraph Company, is responsible for that policy. Since Prof. S. F. B. Morse ticked off the first public telegraph message from Washington to Baltimore in 1844, engineers have devised many improvements in mechanisms for the transmission and reception of telegrams. But no one has been able to develop anything better calculated to get a telegram delivered than a quick-witted, energetic, dependable boy. How were boys of those qualifications to be made always available in sufficient numbers for the proper functioning of the telegraph service?

Thanks to the constructive work of Mr. Carlton, this question has been answered, though it has taken time, and the delivery of telegrams is still to be ranked as a major task.

Mr. Carlton himself has stated the situation succinctly:

"Within a single year," he said, "the Western Union Telegraph Company transmits and delivers approximately two hundred million telegrams. These messages are flashed to the four corners of the continent and abroad over wires and equipment that cost millions of dollars to build and maintain, but the task of delivery rests in large part with some sixteen thousand messengers. Without prompt delivery, the speediest transmission over great distances would be nullified and the value of the service destroyed.

"Here we have a glimpse of one of the big jobs confronting the Western Union. Briefly, the task is to recruit, train, and maintain a small army of messengers who are resourceful and dependable. The solution was found in making Western Union messenger service a desirable inter-

mediate training school for young men of character and intelligence seeking an opportunity to express themselves in the world of useful work."

The Western Union is the largest individual employer of boys in the world. In New York City alone the company employs sixteen hundred boys. Except for Boy Scouts and the Y. M. C. A., no other organization in the world is so directly interested in the problem of handling boys.

The new plan of the Western Union attracts boys of a better class than those generally drawn under the old system. Among the inducements offered are adequate pay, neat uniforms and, in the larger cities, efficient continuation schools, with messenger bands, orchestras and athletic teams as a means of improving interest and morale.

But more important still, the messenger service has been made a clearing house for boys. Youngsters of ambition and promise not only have reasonable pay, beneficial training, and a chance to continue their schooling, but they also are aided in finding jobs that offer an opportunity to launch themselves on a permanent business career.

A Job with a Future

IT would be difficult to name a class of work in which greater opportunity is afforded the boy for looking about before choosing the line of work he wishes to follow. In the course of a day's deliveries the messenger visits many offices, factories or other business establishments. He makes acquaintances, and gains some idea of the scope of each enterprise. As he is intelligent, courteous, and dependable, he attracts attention, and when there is an opening for a boy of his qualifications, he often gets first call.

The company does not oppose such changes. On the contrary boys are encouraged to find positions which offer a future, and are aided in every practical way to make the advance. In New York City, for example, the messenger personnel manager for the company cooperates with personnel executives for the leading big business concerns of the country, including organizations such as the Standard Oil Company of New Jersey, New York Stock Exchange, Chase National Bank, American Surety Company and the American Telephone and Telegraph Company.

Through the reports of messenger supervisors and the showing made in the continuation school, careful check is kept and the boy is rated. By means of the connections with personnel executives of other big concerns, new jobs opening

up are offered likely individuals. So far as conditions permit, this same procedure is followed in other cities.

While the boy remains in the messenger service, he is constantly subjected to a course of practical moral training. Every messenger is furnished by the company with a complete uniform, including cap, rain-cape, shirts and a mackinaw for winter wear. Since pride in personal appearance is regarded as of first importance, the necessity for neatness is constantly impressed. Boys are reminded that for many patrons and a good part of the public, they alone represent the company.

"To be a good messenger," says the "Manual," which every boy learns by heart, "you must, first of all, be prompt. Report at the office to which you are assigned promptly at the time you are to go on duty, fully equipped as a Western Union messenger. This means that your uniform and cap must be in first-class condition—brushed clean and free from spots; coat buttoned from top to bottom, your face and hands clean and your hair combed.

"Your shoes and leather puttees should be shined with paste every morning and brushed up again during the day if they have lost their polish. If this is done your appearance will support your position as an important link in a great public service."

To enforce these instructions messenger captains, lieutenants and sergeants—boys given special duties and rank for merit—make frequent inspections, and no boy who fails to pass muster is permitted to go out with messages. On bulletin boards in delivery rooms are large charts showing the correctly uniformed messenger; and to assist the boy in keeping neat, free cleaning and pressing service is provided at uniform depots.

Good Code for Boys

THE Code of the Messenger"—sometimes called the "Seven Commandments of the Service"—is impressed upon the boy a hundred times a day in pamphlets, in posters, at inspections, by precept and example. Epitomized, this Code says: Be neat; be dependable; be punctual; be courteous; be resourceful; be efficient; be determined.

W. S. Fowler, who at 195 Broadway, New York, is in charge of Western Union messenger service for the entire system, likens the messenger's work to that of a newspaper reporter.

"The boy never knows what sort of an assignment he may get," said Mr. Fowler. "Of course, much of his time is spent in making routine deliveries to the neigh-

... They Brought the "Impossible" TO DODGE

EVERY industry, every plant, sooner or later has a seemingly impossible problem to solve. Yours is surely no exception.

Industry in general can profit by a recent experience in the cement business. Cement mills, making one of the most destructive abrasives known, faced a costly production problem. Plain bearings required re-babbiting in most cases within 90 days. The Dodge-Timken steel-sealed bearing would hold up for several years, many times longer than others — but still not long enough to satisfy Dodge-Timken engineers.

Dodge studied the problem for months, then built the product that solved it. A new Dodge-Timken Bearing with Abrasive Dust Closure, for cement mills was announced. Even though buried in cement dust, operating under heavy loads at maximum speed, with proper lubrication there would be no wear. And proper lubrication meant grease once a month — instead of several times daily!

So an entire industry benefits from Dodge ability, thoroughness and unmatched facilities.

That is but one recent accomplishment of one of the four divisions of Dodge. Individually, they stand as stalwart guardians of low cost, high speed industrial production.

United, they offer you the economy of centralized buying.

There's an added measure of service and satisfaction when your production equipment is a complete unit — like the product it makes for you. Parts made together, work best together!

Whatever your problems — or your needs — come to Dodge — the World's Market Place for Industrial Equipment. Dodge Manufacturing Corp., Mishawaka, Ind., Factories at Mishawaka, Ind. and Oneida, N. Y.

The Four Divisions of Dodge

POWER TRANSMISSION — Complete equipment for the transmission of power. Every type of pulley, hanger, pillow block, etc.

MATERIAL HANDLING — Every type of conveyor to handle any type of packaged or bulk material.

DODGE-TIMKEN BEARINGS — For power transmission and machine applications. A type for every service.

SPECIAL MACHINERY — A manufacturing department for those who prefer to devote their attention to selling rather than making.

Your production equipment should be a complete unit like the product it makes for you.

POWER TRANSMISSION

MATERIAL HANDLING

DODGE
MISHAWAKA

SPECIAL MACHINERY

DODGE-TIMKEN BEARINGS

When your letter asks a favor—

Supposing your letter is one of those . . .
"Our representative will call next week".

Then it simply *has* to make a favorable impression on the executive it is intended for; *has* to build sufficient good will to carry it over the initial apathy which surrounds almost any solicitation.



Is your present stationery up to the task? • You'll be pleasantly surprised at the effectiveness of Crane's Bond in creating good will. A 100% new white rag business paper; crisp, durable, authoritative, it gives your letters a dignity and poise to which almost any executive is sensitive.

Ask your engraver to submit samples of Crane's Bond. It is quite possible that you have been overlooking an asset.

Crane's Bond

CRANE & CO., INC. • DALTON, MASS.

When writing to CRANE & COMPANY, INC., please mention Nation's Business

borhood. But he may come on duty in the morning to find that he is to be sent to some distant city to deliver a package or document.

"Not long ago one of our messengers traveled from Rochester to Detroit with a valuable chemical formula. During an epidemic in the Northwest another boy carried a sample of city water from an inland town to Seattle for analysis. Almost daily, legal documents, parts of machinery, money, films and other articles needed in a hurry are entrusted to messengers for swift and safe delivery."

Daniel Rudge, a 16-year old London messenger, traveled across the Atlantic on the steamer Aquitania with \$25,000 worth of master phonograph records for the Beethoven Centennial celebration in New York. Young Rudge was met at the pier by the New York City Western Union Messengers' Band of 60 pieces, and was greeted on behalf of the 1,600 Western Union messengers in the city by Luke Muldoon, captain of the New York messenger force.

Curious and varied are some of the assignments boys receive. They range from walking the dog, minding the baby, tending furnaces, beating rugs, escorting blind men, to rescuing pet cats or climbing transoms to open locked doors. Boys have been asked to deliver live turkeys, live lobsters, a bucking horse, to administer medicine to a sick person and to collect pennies from slot machines.

Messenger as Interpreter

ONE day a big customer from Cuba who spoke no English, called at a Dallas wholesale house. As no one in the firm knew Spanish, the Western Union was asked to furnish an interpreter. A Mexican messenger was sent and filled the bill satisfactorily.

A boy from the Detroit messenger force recently gave a demonstration of quick-thinking and resourcefulness. A train wreck had occurred near that city and a newspaper correspondent assigned to report the disaster took along a messenger. The correspondent gave the boy photographs of the wreck and instructed him to return to Detroit and get a certain train for New York.

"The messenger reached Detroit just twenty minutes before train time," said Mr. Fowler in relating the incident. "He hadn't enough money to pay his fare to New York. The correspondent had told him to get expense money from his Detroit office, but the office couldn't be reached in twenty minutes. What the boy did was to hurry to a nearby savings bank where he had a small account, and withdraw his own funds for expense money. He got the train and delivered the photographs on time."

Such cases are out of the ordinary, of course, but hardly a day passes without some unusual development that calls for the exercise of initiative on the part of the boy. Impressed with the need of making correct deliveries, he also knows the importance of making extra effort when difficulties are encountered.

LARGEST

THE LARGEST AIRSHIP SHED IN THE WORLD

Near the western-most tip of India, where the great dirigibles of the Royal Air Force, throbbing their way down from the homeland across 4,000 miles of foreign soil, will catch sight again of British territory... there the British Government has built the world's largest airship shed.

On the roof of this giant shed at Karachi are 680,000 square feet of Robertson Protected Metal (RPM). Part of the year it will have to stand tropic heat... and desert heat. Four or five months it will have to withstand damp winds from the Arabian Sea. Then for many months, terrific winds and the pelting of fine sharp-edged desert sand.

The Air Ministry chose RPM with full knowledge that RPM can do these things. RPM has been used in more than 10 air fields in England, as well as in Egypt and India.

RPM (and Robertson Ventilators and Skylights) have played a part in the development of airports all over the world. In the United States alone they have been used for hangars

in 50 Government flying fields, and in many private and municipal fields as well.

These Robertson products won this quick recognition in the new field of aviation because of the splendid service they have given in industrial and commercial buildings in almost every part of the world.

H. H. ROBERTSON COMPANY
First National Bank Building, Pittsburgh, Pa.



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ROBERTSON

The winter wanderer's friend abroad



AT the busy seaports in foreign lands; at foreign railway stations and frontier points, the winter traveler will find a friend.

He wears the uniform of the American Express. He is stationed at most of the principal points where tourists gather, to make travel easier and more comfortable. Wherever and whenever assistance is needed—with baggage, passports, tickets, reservations, accommodations, etc., he is there, ready and smiling.

This friend is part of the Helpful Hand of American Express Service to which all travelers are automatically entitled when they purchase American Express Travelers Cheques. Besides introducing the traveler to this personal service these sky-blue Travelers Cheques safeguard money against theft or loss and are spendable everywhere.

Issued in denominations of \$10, \$20, \$50 and \$100
Cost 75c for each \$100

Sold by 22,000 Banks, American Express and American Railway Express offices. When you are traveling this winter the Helpful Hand will be extended to you to the fullest extent if you carry

*Safe anywhere
Spendable everywhere*

AMERICAN EXPRESS Travelers Cheques

Steamship tickets, hotel reservations, itineraries, cruises and tours planned and booked to any part of the world by the American Express Travel Department

ALL AMERICAN EXPRESS CHEQUES ARE BLUE

When writing please mention Nation's Business

Facing Chain Competition

INDIVIDUAL merchants, who are not only surviving the growing competition of chain stores but are prospering under such conditions, are doing so because of deliberately perfected plans individualized to fit specific cases, and not by the use of some custom-made formula commonly laid down as a cure-all for the ills of independent retail stores. That fact is especially obvious in the experience of two successful independent merchants in neighboring towns in Texas.

A nationally known department store chain recognized in these two communities a prosperous field, and about two years ago it opened stores simultaneously in both.

Used Two Best Methods

EACH independent merchant met this new competition in what seemed to be diametrically opposite methods. Yet both were right. Results prove that. Nevertheless, the plan used by one most likely would have proved disastrous if employed by the other.

"I immediately admitted that I had serious competition," explains one of the merchants, "and I began fighting it openly."

The other declares, "So far as my business policy is concerned, I don't know that the chain store is in town. I ignore it entirely."

The first merchant went to his town about twelve years ago with less than a thousand dollars cash and opened a tiny drygoods store. Because he could buy more low-priced merchandise with this amount of money than higher-priced goods, and because there were more people in this town who seemingly were in the market for low-priced than high-priced merchandise, he selected the goods that provided the greatest quantity for the money.

It was evident that with this chain store coming into the field also featuring low prices, a clash was due.

The independent merchant continued his same policy of advertising prices. He watched the chain store's advertising closely. He made regular trips through the store to observe interior display ideas; and if he found one he liked better than his own, he adopted it. He made no secret of his methods to the manager of the chain and extended to him the same privileges.

"When a chain store comes into your town and begins playing your own game and expects to beat you at it, it is folly to ignore it," this independent declares.

"The chain store in my town makes a big play with a few items which are in popular demand, priced exceedingly low. By watching these items, I can feature the same item that the chain features."

"'Big buying power' is an overabused phrase. As a matter of fact, the very bigness of the orders which the large

chain store organization must place makes it impossible for the chain buyers to take advantage of many bargains which small manufacturers and jobbers invariably are eager to trade for ready cash. The chain buyers can't handle odd lots of merchandise, because there seldom is enough in such lots to go around. The independent may do this frequently."

"The very fact that the chains have made such enormous growth proves that they have some excellent merchandising ideas. If these ideas can be used by the chains to beat us, then it is logical that we adopt some of the better ones for our own use and carry on!"

The first year the chain competed this merchant had an increase of a little more than forty per cent over the previous twelve-month period.

And the second independent merchant emphasizes: "I don't know that the chain store is in town, so far as the management of my store is concerned!" By following this policy he has made equally as good a showing against the chain store as the first independent. His store showed a gain of about 18 per cent the first year the chain was in town.

"When the chain first came to town we observed that price was its chief appeal and we saw, with dismay, some of our customers walk past our store and into the chain establishment. I had been taking only a secondary interest in the management of the store for three or four years prior to the coming of the chain. I hired a merchandise man of wide experience to compete with the new competition."

"He believed that the way to fight a chain store was to beat it at its own price game. Accordingly, he began 'buying down' for our store. He searched for merchandise priced to compete with the featured prices of the chain. Our volume held at least its own."

A New Type of Customer

BUT it took only two months for me to realize that we had made a terrible mistake. Although we had gained a number of new customers, they were not of the type which blended with the character of customer which had built our business from the beginning. We were exchanging customers who bought from us because we were we and because we carried high quality merchandise for those who considered price the predominant factor in buying. Although our volume was holding up, our profits were greatly curtailed.

"I dismissed the expert merchandising man and went back post haste to our old system of buying merchandise up to a standard of quality and letting price come as a matter of course. Gradually our old customers began to come back; and our price customers, in most cases, disappeared."

— [LITTLE DRAMAS IN THE LIFE OF A GREAT NEWSPAPER SYSTEM] —



Painted for Scripps-Howard Newspapers
by James Montgomery Flagg

A CROOKED GANG in a middle-west city was making a desperate fight for political power. The town was wide open. Pickings were good. Liquor, vice, gambling and fat jobs paid big rake-offs.

The local Scripps-Howard paper was aligned with a citizen's ticket. It collected and presented evidence that registration books had been changed. It proved that fake voters were everywhere. It induced the Governor to call a special Grand Jury which issued seventy warrants.

Finally the election was held. And in the home ward of the corrupt administration, the actual vote was 1,000 *less* than the registrations! Most SCRIPPS-HOWARD Newspapers have fought, or are fighting, political battles. A

city cursed with a corrupt government is static. Libraries, streets, parks, every improvement must await the pleasure of the bosses . . . And so the Scripps-Howard papers carry the fight for civic decency to headquarters . . . Win or lose, the city benefits.

Each Scripps-Howard editor strikes or stays his hand as he sees fit. No class, party, or outside pressure determines his action. But he is never silent on questions that involve his city's welfare. He fights, even when he is certain to be beaten, always on the side of honest public service . . . Idealism? . . . Yes, and a sound, successful business formula, as every advertiser knows.

NEW YORK . *Telegram* SAN FRANCISCO *News* DENVER *Rocky Mt. News*
CLEVELAND . *Press* WASHINGTON . *News* DENVER *Evening News*
BALTIMORE . *Post* CINCINNATI . *Post* TOLEDO . *News-Bee*
PITTSBURGH . *Press* INDIANAPOLIS *Times* COLUMBUS . *Citizen*
COVINGTON . *Kentucky Post* — *Kentucky Edition of Cincinnati Post*



AKRON . *Times-Press* YOUNGSTOWN *Telegram* KNOXVILLE *News-Sentinel*
BIRMINGHAM . *Post* FORT WORTH . *Press* EL PASO *Post*
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HOUSTON . . . *Press* EVANSVILLE . *Press* TERRE HAUTE . *Post*
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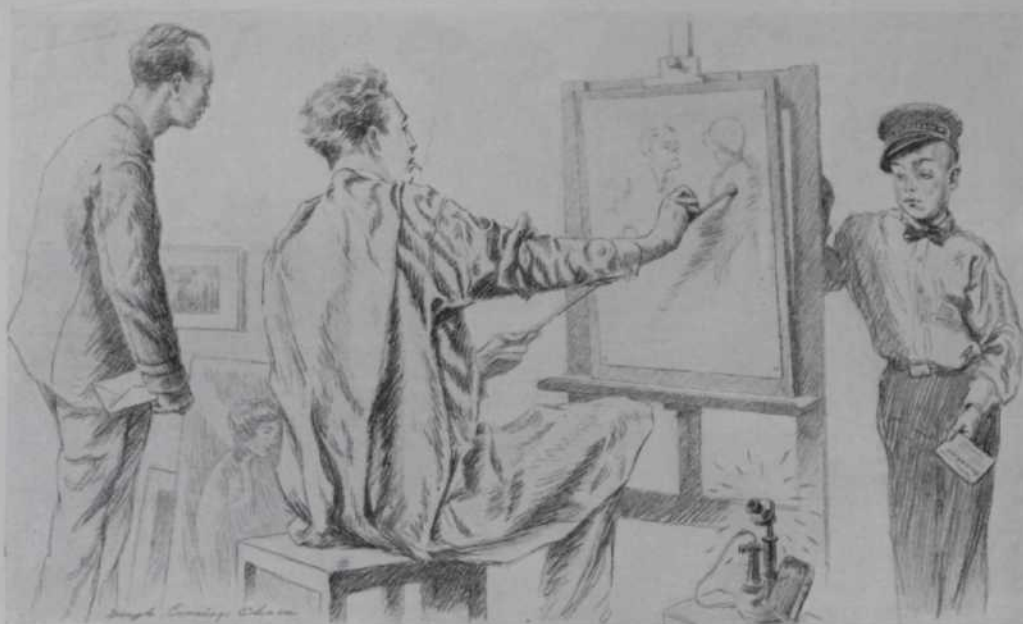
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This Business of Being an Artist

By JOSEPH CUMMINGS CHASE

Illustration by the Author



Artists get a smile when they hear, "The artist works when he feels like it"

ALL my life I have been hearing the expression, "The artist works when he feels like it." As the years go by whenever the expression recurs my smile broadens.

Christy, Flagg, Morgan—one after another—come to the surface with extraordinary stories of turning out work—often their best work—under tremendous pressure within merciless limits of time.

Mark Fenderson says that when he secured his first newspaper assignment it was to make twelve portrait sketches in one hour at an important political conference. He made the twelve on time and the drawings were rushed through the engraving department. In another hour they were in print.

"Next day," says Mark, "there were twelve libel suits against the newspaper." Assuming that the libel suits were prompted by the twelve wives of twelve politicians it is safe to bet that the suits were never pressed. A multitude of artists get a smile when they hear that expression, "The artist works when he feels like it."

The so-called "successful" artist, be he a newspaper artist, an illustrator, or a painter, is sure to discover that daylight is not long enough to accomplish his work, and that working at night is absolutely necessary. He finds that the real trouble with days in general is that they are made up of only twenty-four hours.

Probably my experiences have been no

more exacting than are many other persons' but a few of them may explain my smile.

My difficulty with days being too short began to trouble me away back in 1900 when I found myself a newspaper draughtsman at a Republican National Convention. For a few days in succession one day just continued along into the next. I was unwilling to miss any opportunity to sketch the people who from hour to hour unexpectedly sprang into prominence in the doings of the Convention.

The newspaper writers who were furnishing the "running story" for their papers were just as industrious. I was sharing a suite of hotel rooms with Irvin S. Cobb of *The World* and the Adamson brothers, one of *The World* and the other of *The Brooklyn Eagle*, and very little sleep was noticeable in that suite. Sketches and more sketches there were that must be posted back to New York City or sent by special messenger when the doings got to be particularly important.

An Artist's Day's Work

ON one day at a Democratic Convention in Kansas City I made forty sketches from life, inked over the pencilings, and at the railroad station consigned them to the keeping of a conductor along with a sizable *pourboire* (and a promise of still more appreciation when he should personally place the

drawings in the hands of my managing editor). The forty sketches were reproduced, covering two pages entire, with a large caption at their head which read, "Chase at the Democratic Convention," and when the youngster, who was I, saw a copy of that edition he was fully and glowingly compensated for the twenty-four-hour day.

Then came the years of illustrating for books and magazines. And again those twenty-four-hour days were not unusual. For example, about five o'clock of an afternoon one of the editors of *The Scientific American* called me on the telephone and asked, "Will you paint me a cover by nine o'clock tomorrow morning?"

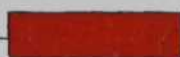
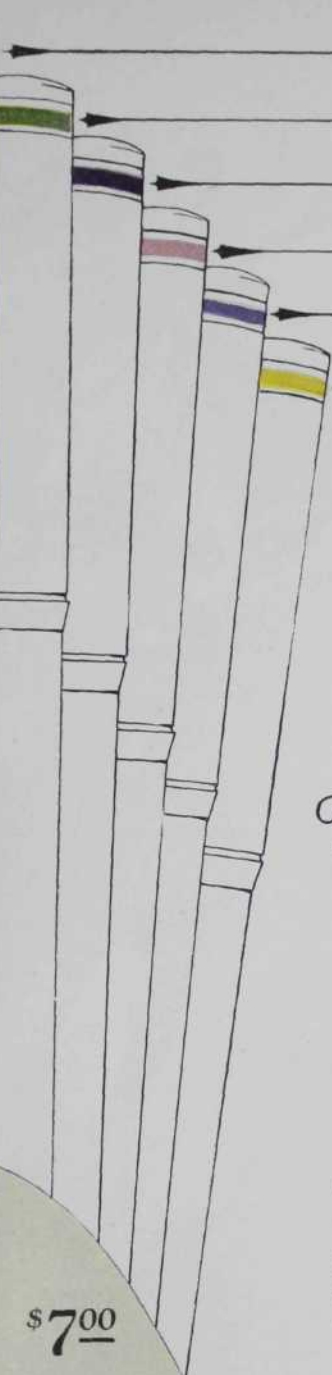
"Yes," said I. "What do you want on the cover?"

Then the editor explained that a cover painting had just been delivered that was so bad it could not be used, that my finished cover design must be in the hands of the engraver early the following day or the magazine would not be out on schedule.

"What we want on the cover," he explained, "is some sort of painting that will show power being generated from the waves of the ocean."

"How is it done?" I felt it my right to ask.

"Well, the idea the inventors have in mind," said he, "is that somewhere out on the end of a pier or slip there is an arrangement of various sized cog-wheels



Red

STANDARD—Suits most writers. A splendid correspondence point. Medium flexibility. For home and general use.



Green

RIGID—Tempered to armor-plate hardness. Will not shade even under heavy pressure. Unequaled for manifolding. The salesman's friend.



Purple

STIFF—FINE—Writes without pressure. Makes a thin, clear line and small figures with unerring accuracy. Popular with accountants.



Pink

FLEXIBLE—FINE—As resilient as a watch-spring. Fine, tapered point; ground line to shade at any angle. Loved by stenographers.



Blue

BLUNT—An improved stub point. This point makes a broad line. May be held in any position. Liked by rapid writers.



Yellow

ROUNDED—A different pen point. The tip is ball shape. Makes a heavy, characteristic line without pressure. Suits left-handed writers.

The Color Band Inlay on the Cap Identifies the Character of Every Pen Point

Waterman's Number

7

The popular way today is to pick your pen point by color. Thousands by this simple method are now enjoying real writing comfort for the first time. Quickly and accurately, from six different styles, you select the pen point best suited to your way of writing. The perfectly balanced No. 7 stainless holder of Ripple Rubber, fitted with a personally selected point, assures permanent fountain pen satisfaction. Without further delay ask the nearest merchant to show you all six styles of No. 7.

Number Seven Desk Sets

The same accurate method for securing perfect pen point performance is now available in Waterman's new movable Gyro-Sheath Desk Sets. By far the most practical desk ornaments ever offered. Of onyx and marble in modernized classical outlines, they are creations of rare beauty. And the Special No. 7 pens, with color band inlay on artistic tapering holders of Ripple-Blugreen, Ripple-Olive and Ripple-Rose, complete a variety of ensembles of exceptional charm. Ideal for office or home use, or, as gifts of distinction.

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Desk Set No. 7167—Onyx base, green gold finished frame and name plate, 3 x 4½; price \$18.00

Desk Set No. 6467—Black and gold marble oval base, 7 x 10; two pens; price \$30.00

Desk Set No. 6067—Onyx base, 2¼ x 2¼; price \$10.00

Desk pens may be had in all color holders and all styles of nibs

Waterman's



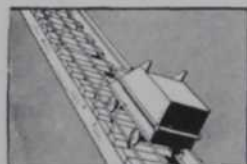
The "Emperor of All Men" ...Husbanded their Strength...

Genghis Khan—Mongol chieftain, whose whispered name in Europe was *Scourge of God*; Master of the cities, the plains, the hills from Europe to Korea, from the Volga to Tibet; greatest warrior of all times and peoples; *Emperor of All Men*—these are his words, the sum of his soldier's knowledge: "A general . . . should husband the strength of his men . . ." That statement is as canny now as when the Great Khan made it, as applicable to modern industry as to war. Employers *should* husband the strength of their men—and for the cogent reason that it pays.

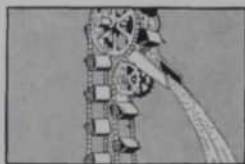
Bartlett-Snow material handling machinery husbands the strength of men. It pays dividends no other like investment will return. It prevents the daily decrease in efficiency that is inevitable when men must do both laborer's and artisan's work. In moving materials during the course of manufacture or on the production line, it reduces the cost of every operation. It increases output by multiples of two or four. Bartlett-Snow engineers have studied problems like your own for 43 years. They will gladly give you the benefit of their knowledge.

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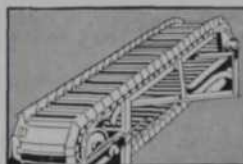
Bartlett - Snow



SKIP HOISTS



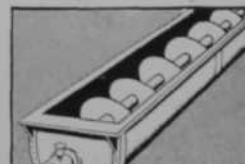
BUCKET CONVEYORS



APRON CONVEYORS



BELT CONVEYORS



SCREW CONVEYORS

ELEVATING CONVEYING PROCESSING MACHINERY

connected up with a large wooden wheel the edge of which is a groove in which is carried a metal rope that in turn is attached to some sort of paddle or something that extends down to the water where the waves 'take a crack at it' and keep it in motion. Have you got the idea?" he asked rather anxiously.

"Sure!" said I.

We hung up, and I sat down to think out the contraption. Presently I telephoned a model to come on the run and fetch with him a suit of oilskins, a hat to match, and a pair of rubber boots. At nine o'clock the next morning I delivered the painting at the magazine office and the editor, after looking at it, said, "Hereafter I shall never give you more than fifteen hours to make a cover."

"Anything you want changed?" I asked.

"No," he replied. "I think the inventors will get a whole lot of new ideas out of this painting. It seems to me that even the Atlantic Ocean couldn't turn an iron shaft as thick as that one, but here's luck to the Atlantic Ocean."

George Doran had commissioned me to illustrate a new edition of "The Night Before Christmas." And all the text was to be lettered by hand. I was getting on fairly well with the illustrations when I was called up by the Doran office and told that the book was to be printed in England and the plates for the pages were to be engraved over there, too. It would be necessary for me to have everything finished by Wednesday of the following week for Mr. Doran to take with him on the steamer sailing Wednesday evening.

Lettering on Schedule

I BEGAN to figure. If I completed the illustrations by Sunday night I would then have nearly seventy-two hours to do the lettering. Then I counted the number of letters in the text and figured that if, from Sunday evening on, I drew and inked in one perfectly good Roman letter each two minutes we could catch the boat. And the plan was carried out.

A few years ago William H. Walker, then cartoonist for *Life*, accepted an invitation for himself and me to go to Greenwich, Connecticut, and make colored-chalk caricatures at an afternoon and evening charity fête for the benefit of the Greenwich Hospital. The eager public was to be charged the sum of five dollars for a pair of colored life-sized caricatures which Bill and I could turn out in about five minutes. I imagined the leading citizens of means being driven into a long line waiting their turn to be caricatured—male citizens, of course. Bill missed the train, and after a complication of misfortunes gave up going, so alone I went on to Greenwich.

It was one of the hottest days of the year. I was established in a marble temple d'amour into which the rays of the sun slanted unmercifully, and my guide started off for victims. Straightway she returned with a smartly dressed

woman and two little girls, informing me that none of the men would be along until evening, but that here was Mrs. So-and-So who would like a pastel portrait of herself and one of each of her little girls—at five dollars per. So I squirmed and boiled in the sun and made the portraits.

To avoid a long story, when I boarded the train at ten o'clock that evening I had made—single-handed as it were—sixteen pastel portraits of nice ladies and charming children at the price mentioned in the name of sweet charity and there had been a considerable waiting list that I had gone away from and left flat. In the few weeks that followed several citizens and citizenesses of Greenwich, with and without children, either called at my studio or wrote to me offering themselves as sitters for pastel portraits at five dollars.

And I should say that from the time I entered the train on my homeward way, and all through the night, I was in physical discomfort as to aches and pains that amounted to nothing short of agony.

More Overtime Work

BUT to bring this "artist-works-when-he-feels-like-it" more up to date and have it relate to the serious matter of portrait painting, I must tell the story of painting nine portraits in five days for the lobby of the new Hammerstein Theatre. This new theatre was to open on a Wednesday night. The theatre had been planned by Hammerstein, fils, as a memorial to Hammerstein, père.

All the energy and devoted care of Arthur Hammerstein had been put into the growth of the project. Day and night shifts of workmen were toiling to make all things ready. The elaborate musical drama with which the house was to be opened was marking time to crowded houses at Shubert's theatre in Philadelphia.

Ten days before the scheduled New York opening Hammerstein's friend, John Golden, took a Sunday afternoon drive from his home in Bayside to the new theatre at Broadway and Fifty-third Street. There he found Hammerstein jumping all about the place, wearied and anxious. He bundled his fellow producer into his automobile and bore him away to his Long Island home for a few hours' rest.

The part of this story which concerns that afternoon is just as Hammerstein later told it to me. In the automobile a steady stream of conversation about everything pertaining to the new theatre flowed along until Golden suddenly asked, "Arthur, what are you planning to decorate the lobby?"

"I haven't even given it a thought," replied Hammerstein in an awed voice.

"You are not going to desecrate that beautiful stone entrance with the usual cheap photographs, are you? That would look awful," said Golden.

"Have you got an idea for me, John?" And John had an idea. When his home

was reached Golden led Hammerstein straight to a picture hanging on the wall. It was a portrait-sketch in oils of Frank Bacon as "Lightnin'." He said, "Arthur, instead of sending you a horse-shoe of roses for the opening night, I would like to send you portraits of this kind of your nine principals in 'Golden Dawn.'"

"But it can't be done in time for the opening night," objected Hammerstein.

"Yes," said Golden, "if we can get hold of the man who painted this Bacon portrait, I think it can be done. Let's try."

Some years before when I had painted the picture of "Lightnin'" I was living in the suburbs. This Golden remembered. With the suburban telephone directory Arthur and friend John sat down by the 'phone and began to ring up Chases in Long Island, in Westchester, in Connecticut. Two hours went by, until Golden had a thought which expressed in words was, "Chase painted lots of portraits for the Niantic Club in Flushing. I'll call up that club."

The response from the Niantic Club was, "He lives in New York. Why not try the telephone directory?"

"We sure are a couple of dumb-bells," said Hammerstein, as he wiped the perspiration from his face.

In a few minutes Golden was speaking to me over the 'phone. "Are you busy?" he asked. And I was busy.

"Can you meet Arthur Hammerstein and me at the new Hammerstein Theatre tomorrow morning?"

"At eleven?" said I. I met them there Monday morning, stepping gingerly over openings in the floor and dodging the workmen who were hustling about. Golden outlined his plan to me saying that these portraits were to be a gift from him to his friend. I could not resist the poor joke-line that he must think the show "Golden Dawn" had been named "after" him.

Too Many Rush Jobs

"NOW," said Golden eagerly, "the show is playing in Philadelphia up to Saturday night. Then the cast will come to New York after the Saturday night performance to get things tuned up over here for the Wednesday premier. Will you go right over to Philadelphia this afternoon, see the show tonight, and start right in painting?"

"No," I said. "I will go over Friday."

"But, don't you see? The portraits must be ready for Wednesday night."

"I see all right," I told him, "but I am working now on a canvas fifty-five feet long and it must be finished by Friday morning. I am painting nineteen or twenty hours a day on it—have been for three weeks—so I can't leave town until Friday."

"But, can you get them done by Wednesday night?"

"Yes," I assured him, "I am so tired, and will be so tired by Friday, that I can get them done."

So I went over to Philadelphia Friday,



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N-N, R.

When writing please mention Nation's Business

saw the show that night, and before the performance was ended had set up my painting paraphernalia in one of the dressing rooms and had begun to paint. Jammed into those tiny typical Shubert dressing rooms I painted on until early Saturday morning. There were four hours' sleep Saturday morning and another four hours of it Sunday morning.

Then back to New York I came in time for a sitting with Miss Hunter at The Plaza at twelve o'clock Sunday. Three of the portraits were painted up to the time of leaving Philadelphia. In New York I kept a palette at the theatre, one at The Plaza, and a third at the studio, jumping from here to there, from star to star.

"Miss Hunter," they told me, "is very temperamental and you may have trouble with her about sittings."

So in Philadelphia I had begun with pictures of Madam Marguerite Sylva and Chisholm, the Australian baritone. Both of them were perfect sitters, assuming poses that were full of spontaneity.

Gil Squires, the Methodist minister's comedian son, was the third, and he was a joy. By the evening of Saturday the

remaining six principals were eagerly looking in at the three paintings that I was working on, and asking when they were to pose. All were keyed up for the New York premier and in New York the other six, including Miss Hunter, were ready to pose at any hour of the twenty-four.

Of course, the frames had been ordered, and late that Wednesday afternoon I took the nine portrait-sketches to the framer and helped him put them into their frames.

Then with two taxis and a helper I reached the theatre a couple of minutes before seven o'clock. A carpenter helped hang them in the lobby, and, as agreed, we were all set as the big crowd began jamming the place.

I was about to depart, thinking I would get a bite to eat, a shower, and a shave, and put on party clothes to appear later in the evening, but Golden came in, and Hammerstein, and would not let me go, so I found myself, perspiring and unshaved, sitting down front in a rather untidy light suit of clothes, watching the whole performance through. And that was that.

"The artist works when he feels like it."

The Salesman's Motor Car

By WILLIAM GIRDNER

WHO shall own the salesman's automobile? How shall operating expenses be paid? What provision shall be made for gasoline, oil, tires, repairs, license fees?

Should the company or the salesman own the car? What should the expense allowance be?

These are the questions most frequently asked by companies which are beginning the operation of salesmen's automobiles, it has been found by the Domestic Distribution Department of the National Chamber.

A survey of current practice among companies using salesmen's automobiles shows that the tendency is toward salesman ownership, although some companies believe company ownership is more practicable.

A few years ago, company ownership was widespread. Recently ownership has been shifting to salesmen. A national trade association finds that two-thirds of its members reporting follow the salesman ownership plan. Many large companies employ both methods; company ownership for salesmen with low salaries or unusual operating conditions; salesman ownership and mileage expense allowances for others.

When the salesman owns the car, he usually feels a greater freedom in using it over the week-ends, and the company has no worries on that score. A large automobile concern, however, says that companies can operate automobiles more cheaply than salesmen and should there-

fore own the cars and accept added responsibilities. Several companies believe otherwise. They think that if the salesman owns the car his interest in it will reduce operating expenses.

Less record-keeping by both company and salesmen is one of the chief reasons for the shift from detailed expense "accounts" to the expense allowance. The company pays a flat rate for the mile; the salesman is no longer required to prepare vouchers for every expense; and the company is not required to handle a multitude of accounts. Time is saved both for the office force and for salesmen.

What Cost Per Mile?

IF a mileage allowance is to be adopted what should it be? How much does it cost to run an automobile of a specified make a mile or ten miles? When all expenses are taken into account, for gasoline, oil, depreciation, repairs, tires, garage—this is a nice question. Many companies have made field tests to determine precise transportation costs. So many tests have been made that an average begins to appear. It is about seven cents a mile.

Several concerns allow a fixed yearly sum for depreciation, while others include a figure for depreciation in the fixed allowance rate.

Some firms retain the day allowance—\$2.25 or \$2.50 a day, but the mileage rate is becoming more general. The tendency seems to be toward salesman-ownership and a fixed mileage allowance.



ZINC CANNOT RUST

ZINC NEEDS NO MAINTENANCE

**ZINC IS THE LOWEST COST
PERMANENT METAL ROOFING**

HERE'S A ROOFING AND SIDING that laughs at exposure, because it cannot rust. Zinc is its own protector.*

No repairs, no replacements. Just install it and forget it. The New Jersey Zinc Company's Corrugated Sheet Zinc is its own maintenance department.

Zinc is the permanent protector of your property and product — and also your pocketbook. The New Jersey Zinc Company's Corrugated Sheet Zinc is the lowest cost permanent metal roofing and siding.

* Zinc rapidly acquires an impervious, tenacious and protective coating of basic zinc carbonate and zinc oxide which clings tightly to the metal and is removed only with considerable difficulty. If removed, the underlying metal at once rebuilds this tough oxidation product.

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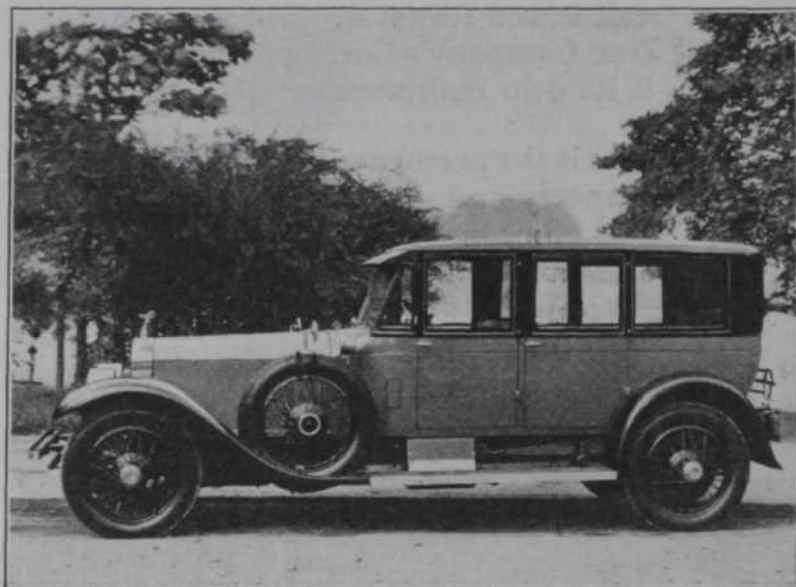
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ROLLS-ROYCE

Pickwick at Resale



PICKWICK BS-419-XH will indicate to those interested in the purchase of a used Rolls-Royce, the kind of cars which are available. They offer new-car safety, performance, comfort and appearance, at attractive prices.

Specifications

CHASSIS—Thoroughly reconditioned to give new-car performance.

COACHWORK—Type, Sedan. Division back of driver converts it easily for chauffeur driving.

SEATING CAPACITY—Roomy accommodations for seven passengers make this an ideal family car.

FINISH—Newly refinished in Marine

blue—black fenders and upper body.

UPHOLSTERY—New tan Bedford Cord.

PRICE—\$8000. Terms arranged without finance charge. Your present car taken in exchange.

Only a minute inspection would reveal the fact that this is not a new car, just out of the Rolls-Royce—Brewster works.

Similar facts about the seven types of coachwork offered at resale from \$4000 to \$12,000 may be obtained through all Rolls-Royce branches. If interested, arrangements will be made for an inspection of any particular car and a 100-mile trial trip.

Booklet on request

ROLLS-ROYCE

NEW YORK—58th St. at Eighth Ave.
NEWARK—190 Washington St.
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CHICAGO—123 Oak Street, East
CINCINNATI—11 East 8th St.
LOS ANGELES—3136 Wilshire Blvd.
CLEVELAND—7505 Carnegie Ave.

PITTSBURGH—3939 Forbes St.
SAN FRANCISCO—461 Post St.
COLUMBUS—362 East Broad St.
PHILADELPHIA—Walnut and 21st Sts.
MONTREAL—4010 St. Catherine St., W.
SPRINGFIELD, MASS.—454 Bridge St.
HARTFORD—326 Pearl St.

Theories! Yes, And They Worked

(Continued from page 29)

dent of the company could have the benefit of advice on short notice—the advice of a small committee of the board of directors.

"Immediate retrenchment in overhead expenses was effected, a step which had been contemplated for a long time but which had not been carried out.

"The budget system of operating and financial control was introduced, based upon sales and current levels of prices and costs as worked out and revised from time to time by modern methods of market analysis to keep it in accord with changing conditions and prices. These budgets serve as sales quotas, for a study of the trends of conditions in the company's markets, as a guide for purchases and for inventory control.

Statistics up to Date

"I INSTITUTED a system by which the company's statistical organization constantly studies and reports upon world and domestic conditions affecting the industry.

"As far as possible, I stopped open and public buying of hides and instituted a method of making hide purchases that minimized the possibility of the company's hide purchases being made the target for speculation attacks by competitors or hide sellers.

"I provided for installing a method of accounting by which we can ascertain at any time the value of inventories on the basis of cost or market of raw materials.

"I saw that the timber lands and business of the company should be conducted primarily as lumber operations and secondarily for their bark supply and took measures to liquidate these properties profitably.

"An effort has been made to have the company take the lead in the industry toward standardizing and reducing the number of kinds and grades of sole leather, and to bring about uniform terms of sales contracts and practices appertaining thereto.

"An effort has also been made to establish friendly relations with other units of the leather industry—for better cooperation for the stabilization of the whole industry within the limits permitted by our American laws.

"I am doing my best and I think with some success to bring the doubtful, suspicious and antagonistic elements of the leather industry together upon a new basis of understanding and good will, removing old-fashioned and futile ideas of trade warfare, convincing the units that cooperation is the wise and profitable thing, since the restoration of an entire industry means necessarily the prosperity of its parts.

"What happened was that, after a remarkably short time, hardly more than a year, the distressing conditions which

had confronted me upon entering the business in August, 1925, had been greatly improved.

"There had been abnormal accumulation of stocks and excessive post-war production. There had been excessive heavy-leather tanning capacity, stimulating excessive production. There were violent fluctuations in hide prices, due to the conflicting positions of packer, packer-tanner and manufacturing-tanner. There had been unbusinesslike methods of merchandising heavy leather, particularly sole leather; methods lacking in leadership and cooperation. All of these poor factors had made the industry speculative, unsound. They were conditions possible of correction.

"The position of the Central Leather Company at the time was that it was the leader of the industry. It handled about one-third of the total tanning capacity of the United States. Its product was unexcelled.

"By the treatment of its customers it had established valuable good will. The organization included men of great individual ability. Those men are still with the company.

"But notwithstanding all these excellent factors the company did not exercise the dominant position it should have exercised.

"It had not brought about cooperation in the industry. Tanners were secretive and suspicious. They were not inclined toward cooperation. Dependable data was difficult to secure. There was destructive competition in hide buying and leather selling. The cue for all this was to educate the company and then the industry in the modern prosperity value of cooperation.

"Does it pay? Well the \$22,000,000 bonded debt has been wiped out. The loans have been paid off. The company does not owe a dollar. Instead of a deficit, it made a net profit of \$3,600,000 in 1927 and a net of \$3,000,000 for the first half of 1928."

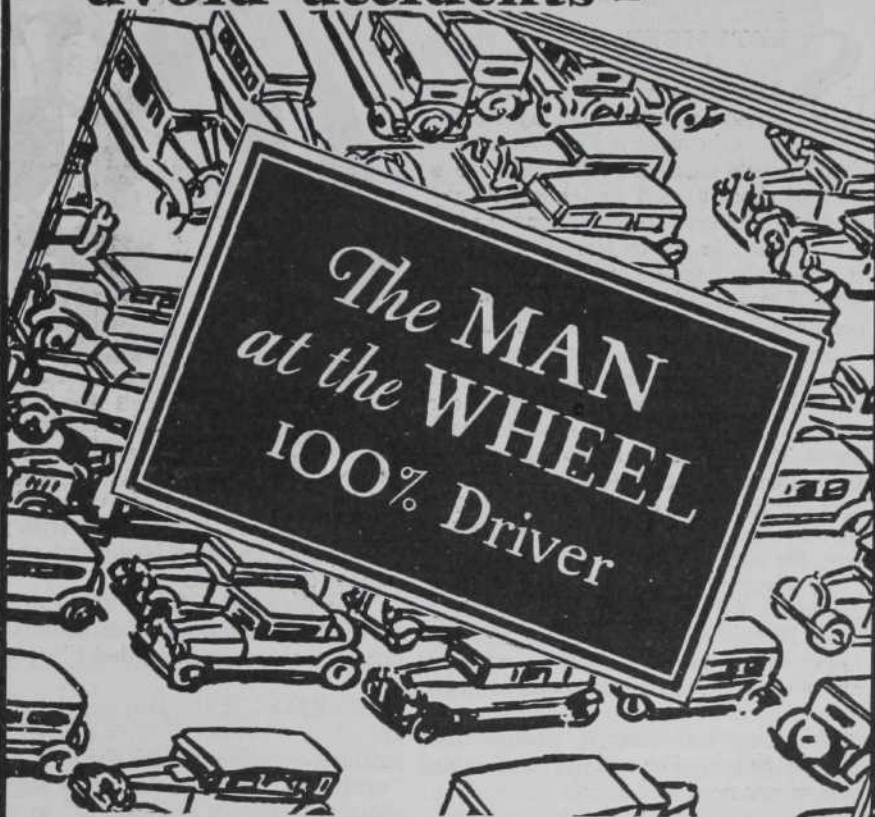
Checking a New Theft

IN ITS establishment of a bureau for the registration of designs, the Silk Association of America professes to see the practical abatement of design piracy. The notion that imitation is the sincerest flattery is now likely to react unpleasantly against the imitator of a competitor's art. Warning and vigilance come to a sharp focus in the words of E. Irving Hanson, spokesman for the Mallinson Company:

"We have unmistakably proclaimed that in imitation of our designs there is no flattery, but real danger to all who monkey with the buzz saw."

Difficult as it may be for the mind to associate the hardness of saws with the softness of silk, there is the admonitory emphasis of precedent in that old respect for the iron hand beneath the velvet glove.

**Send for the booklet
that will help you
avoid accidents -**



**... and why not save
\$22 out of every \$100**

**of your automobile
insurance cost?**

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MUTUAL**

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and Automobile Insurance

Send this coupon for "The Man at the Wheel"
To the American Mutual Liability Insurance Co.
142 Berkeley Street Boston
Please send me your booklet "The Man at the Wheel"
Make of car _____ Year _____
My insurance expires _____
Name _____ Address _____

A Wife Looks at Business

A few pages from a diary

Illustrations by J. D. Irwin

SEPTEMBER 22—My shoes came back from New York. I knew Dan was too optimistic when he insisted on my returning them. Of course, a Fifth Ave. store like Brown's shouldn't have sold me a pair of shoes at \$18 that completely spoiled "Strange Interlude" for me after I had ached to get to New York to see it. I surely hadn't anticipated aching while I saw it. As it was, in those slippers, I suffered more even than the actors.

Still I had paid cash, I had worn them all the evening and the soles were a bit scuffed. And merchants for all their superservice slogans aren't Pollyan-drews. I can't use the shoes—they might have. I could use the \$18—and they will. Anyway it's worth something to tell Dan he was wrong—and in a matter of business, his own line.

To cheer myself up I went over to Maurice's for a wave. I thought if I could be chic enough at the top I might forget that I was, and shall be, wearing my old pumps. Maurice is one of those hair-dressers who makes a woman aware of her own individuality, whether she has any or not. For example, he frankly admits my nose and almost succeeds in making it an asset. It shrinks a full half-inch with a certain twist of the shears and the iron. I'd tell him so but his concentration quells conversation.

Who ever started the nonsense about frivolous Frenchmen? If there is anything more serious than a Frenchman, it's a Frenchman giving a marcel. One of them in a shop seems to tone up the whole place. The American operators, jealous of the popularity of the Maurices on the appointment book, come to learn that hair-dressing is not a trade alone but a creative art as well.



A pair of shoes at \$18 that completely spoiled "Strange Interlude"

It's hard work, too. I overheard one of the operators, a fiery little Irish girl, hurrying to the next booth and an impatient client, mutter:

"The only girl I know who can give four heavy shampoos in an hour is the one at the appointment desk!"

SEPTEMBER 24—Dan was right after all. A letter from Brown's arrived this morning enclosing a check for \$18. They "would not wish a customer to pay for shoes not entirely satisfactory" so were returning the money. As for the slippers, I might be able to find some use for them; if not, I would have lost nothing by the transaction. Sporting of them, surely. Still I'm not quite comfortable. One hates feeling under obligation. Ethically I shouldn't possess both the shoes and the money. I'm sure they could have resold the former.

However I was so inspired with faith in the altruism of all merchants, and shoe-dealers in particular that I dragged Bobby from the baseball field and drove downtown to Lick's where I have always bought his school shoes. He bought the last pair himself and the clerk gave him a size too large.

When I got back from New York I noticed that he walked awkwardly and realized that his shoes were too long. Encouraged by the check in my bag and wholly in the mood to spend it at Lick's on a pair of pumps for myself, I showed Bobby's oxfords to the manager. He admitted they were too long, but merely said:

"We don't exchange shoes that are too long. If they were too short, now—"

"But you do know," I replied, "that shoes too large do just as much harm to growing children as shoes too small?"

"I'm sorry, Madam," he drawled with

weary tolerance, "I'm sorry, Madam; it is a rule of the house. Anything else I can do for you today?"

"Nothing," I replied. I took the re-wrapped oxfords from his proffering hand, and myself and the \$18 from his store.

Really that seems to me poor business. I'm a good customer of Lick's. A new salesman obviously made a careless mistake. They might, I think, have credited a portion of the price toward another pair, conceding something.

Brown's too altruistic; Lick's too unyielding. There must be some middle course in such cases, fair to both parties.

SEPTEMBER 25—Just by chance—in his brief-case, while hunting for a sharp pencil—I discovered some marvellous photograph proofs of Dan. Some magazine, it seems, wanted his picture—"executive at his desk" or some such. Then the photographer, being likewise good at his job, took the usual extra poses with a view to a personal order. He had caught just that most elusive expression of Dan's—half-whimsical, half-dominating, altogether individual.

"How did he get that?" I demanded. Dan laughed. One of the nice things about my husband is that he can and does laugh at himself.

"Oh, I was pretty much bored, busy getting off for the convention, probably looking my most hard-boiled. Then the photographer said: 'Just let your eyes rest about—about—here!—(running along the wall with his finger) 'Yes, right here, Mr. Rexford, where you see one—two—three—four—five new contracts rising above the horizon—'"

Photographers are real psychologists. They know that the "contracts" that soften the eyes are not the same at 40 as at 20.

SEPTEMBER 26—When some towels I had ordered came I unwrapped them in the linen closet. Out wafted a blue slip of paper headed: "Are you looking for a school?" Below was a blank to be filled out for catalogs and information. "Representatives on first floor balcony, 2 to 4 daily; home appointments may be made for any other hour." Women buying towels for large families would presumably be interested in the problem of schools.

There's no problem about Bobby. He's headed straight for the Reform School.

SEPTEMBER 28—Peddlers at the



"Yes, right here," Mr. Rexford, "where you see five new contracts"

Does Your Packaging meet “new-day” merchandising ?



GONE with the cigar store Indian are the days when business can be done leisurely, slowly—new-day merchandising steps at a lively pace.

Goods must be bought rapidly, made rapidly, packed rapidly . . . *and packed rightly* to withstand fast shipping, fast handling.

Your customer's customer expects your product to reach him unblemished, unmarred . . . and in the quantity most convenient for

him to use. Hand-to-mouth buying . . . high warehousing expense, small inventories are here to stay . . . your packaging must fit the trend of the times.

This is the reason why 21 H&D Mills and Factories—strategically situated to give you localized service—are finding new customers every day. For H & D service is designed to aid you in keeping your packaging abreast of present-day selling methods.

A Package Engineer Can Help You

H&D Package Engineers have but one mission—to help you meet new-day merchandising with packages that answer the trend of the times.

The Hinde & Dauch Paper Co.
304 Decatur Street Sandusky, Ohio

Write, wire or phone—Hinde & Dauch package engineering service is available at the time you say—it's ready now.



HINDE & DAUCH *corrugated fibre* SHIPPING BOXES



door are bad enough, as are boys selling magazines you'll never read, in order to pay their college tuition. At least, there is the human-interest compensation. The old man who insisted on polishing the piano had spent two years in Denver for T. B., and I could be interested in that if not in an inferior furniture polish.

The vacuum-cleaner man was a total vacuum so far as selling went, but he had a unique way of crooking his elbow and his little finger at the same time that I'd love to give to a character in a play some time. And the freckles and enthusiasm of the last magazine salesboy who was breathlessly "going to be a doctor, ma'am" were sufficient to compensate for the time he consumed and the money I yielded.

But the telephone solicitor! Can nothing be done to uproot the evil in its early manifestations?

After lunch Barbara lay down to nap off a headache before going out again, and—"Miss Fletcher calling Miss Barbara, ma'am." Photographer, of course. "So glad Barbara was back—couldn't they just send out and take some new poses—as one of the charming sub-debs they would consider it such a privilege."



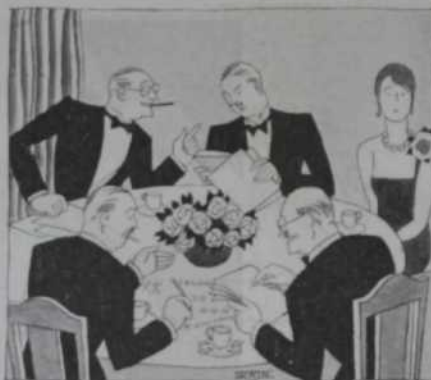
He asked to take the blue georgette to his organization meeting

Well, I suppose it does work or they wouldn't keep it up so persistently. But all the women I know simply loathe it. I have been assured that "there couldn't be a better time for that photograph of you in your garden, Mrs. Rexford" while Bobby, writhing with measles, screamed for me, sheets were being disinfected in the bath tub, the maid was leaving and the doctor ringing the front door bell.

SEPTEMBER 29—"No man is a hero to his valet." Nor is a woman a heroine to her chauffeur. Coming out of a shop I overheard the driver of a fine limousine, referring to his dowager-employer, say breathlessly to another chauffeur:

"She didn't come out while I was in that there cigar store, did she? Kinda good-looking dame with awful fat legs?"

OCTOBER 1—Dan has just phoned that he is bringing some business associates from Cleveland out to dinner! My soul made a quite peevish face while my loyalty was assuring him it would be perfectly convenient. As a matter of fact



Just standardized machines grinding out one product day and night

I have been doing chores all day in the anticipation of a lazy evening.

I don't feel like hearing strange men talk shop and prohibition. I love having guests and I love meeting new people. But so many of the American men today don't seem to be "people"—just standardized machines grinding out one particular product day and night. And they're surely not "guests." Merely diners.

Many times, so far as any awareness of me as a hostess is concerned, I might equally well be head-waitress at a cafeteria. I don't mean that they're discourteous. They're perfectly nice, admirable, polite business men. But can't a man dining in a private home be a business man and also a person and a guest? Personally I have a fondness for active, successful American men. Only last week I had a violent argument with Eleanor who wants to live on the continent where men "aren't all Babbitts."

I contend there are Babbitts and Mrs. Babbitts everywhere; and I'm more comfortable with the American brand than the Roumanian. It's because I like our men that I believe their life in the thick of things should make their conversation more generally stimulating and interesting than that of the rest of us. That it doesn't is, I suppose, a result of the modern habit of lunch and dinner conferences.

Every lunch and every dinner tends to become but the setting for the "conferences." Tonight I feel like taking a book, a sandwich and a glass of milk to my own room and leaving a placard in the dining-room: "If social note desired in conference, ring three times for hostess."

Same day—11 p. m.—Dan has driven the men to their hotel, and I have rushed up to my desk to apologize to the American business man. He can be a person and a very charming guest. This one happened to be an official in some big retail dry-goods association. And he talked shop, very literally, most of the evening. But he also talked shopper. And I'm it, so I like it. He didn't emotionalize like a poet or theorize like a philosopher. He just was thoughtful enough to select from his own great store of facts that particular group that were of interest in themselves but par-

ticularly interesting to Barbara and me.

Amusing little sidelights on feminine nature as seen from the department-store offices—tragic tales of refined women with kleptomaniac tendencies—dramatic adventures he had encountered while on business tours in far countries.

Then I found myself "speaking up" with shopping incidents that had seemed of no consequence at the time, and, inspired by his interest, delivered them with a certain vividness far beyond my usual manner!

OCTOBER 2—Dan's eyes bothered him, so the radio and I took turns at keeping him amused. When a researcher was discoursing heavily on the home habits of wasps it was conceded that even I was preferable. I read him a clipping I found telling how, during the presidential primaries, in one state where the trout season opened the day of the balloting, results were what they were because the men went fishing and left the voting to the women.

"You see," I challenged, "women have more political conscience than men after all. They stay on the job, and the best candidate wins."

"Uh-huh?" floated from the davenport pillows—"Heaven help the 'best candidate' if the election ever falls during the end-of-the-month bargain sales!"

OCTOBER 10—Mr. Young, Dan's retail man who dined with us the other evening, flattered my intelligence by sending me the report of a Conference on Buying which fascinates me more than any "literature" that has come to my hand in some time. I feel frightfully obsolete. I didn't even know women were organizing and conferring on the problems of household buying. And here are half a dozen feminine federations and associations and leagues meeting together under the auspices of the Department on Home Economics of the University of Chicago and inviting representatives of the Federal Bureau of Home Economics and of the big department stores to discuss the retail market.

It seems to have been a sincere attempt on the part of the consumer, the economic market and the Government



You see, women have more political conscience than men after all

We shall gladly submit any name on the Domestic Electric user list as a business reference... and we cordially invite personal inspection of the Domestic factory and organization.



What Keeps Customers?

Domestic has served many of its present customers uninterruptedly for 8, 10 and even 12 years. More recently, scores of other substantial and successful appliance manufacturers have chosen this organization as their source of motor supply.

We believe investigation will reveal many interesting reasons for these long continued and highly satisfactory business connections . . . entirely aside from Domestic's exceptional service in the design and manufacture of *special* fractional horsepower motors.

There has been established, in Domestic's relations with its customers, an unusual policy of frankness and understanding that has made it *easy* for them to do business with us. We have readily co-operated in any plans for the improvement of either motors or appliance . . . in experimental work for the development of new products . . . and in the working out of financial, production or marketing details.

These policies have operated not only to the direct benefit of our customers, but to the advantage of appliance dealers . . . through better products and increased satisfaction on the part of users.

THE DOMESTIC ELECTRIC COMPANY
7209-25 St. Clair Avenue Cleveland, Ohio

Domestic
FRACTIONAL HORSEPOWER
Electric Motors



INDUSTRY'S BIGGEST LITTLE THING

When writing to THE DOMESTIC ELECTRIC COMPANY please mention *Nation's Business*



Plant of Hydraulic Pressed Steel Division, Cleveland, Ohio

Here Resources Back Experience to Produce **PRESSED STEEL**

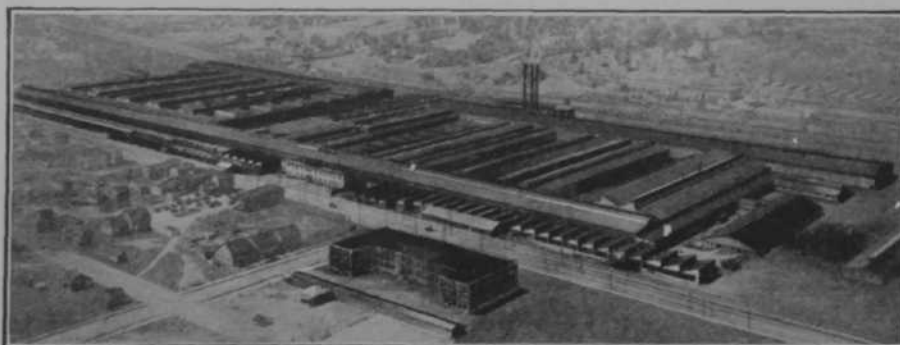
Hydraulic—with its experience and unexcelled plant equipment, reinforced by the vast resources and facilities of Truscon—offers to the industry a definite service in the design and manufacture of pressed steel.

Realizing this, many manufacturers have found in Truscon a dependable source for large as well as small sections of pressed steel. Some have sought our assistance in developing their products—others, as a means of improving pressed steel parts. But all have come to us with more than usual confidence.

They felt that in our organization they had at their disposal competent engineering talent and complete manufacturing facilities—and that all factors combined assured them pressed steel parts of high quality and maximum utility.

One of our Pressed Steel Engineers will be glad to survey your problem and make recommendations—without obligation to you.

TRUSCON STEEL COMPANY
HYDRAULIC PRESSED STEEL DIVISION
6100 HYDRAULIC AVENUE, CLEVELAND, OHIO



Main Plant of Truscon Steel Company, Youngstown, Ohio

When writing to TRUSCON STEEL COMPANY please mention Nation's Business

to "confer in regard to the buying problems of the consumer and the various ways and means that have been suggested for meeting them." The women presented the grievances of the consumer charging that "he has, practically speaking, no laboratories which work fully and frankly in his behalf and which will give him facts in terms of goods obtainable in his neighborhood store."

They arraigned the market with offering too much irrelevant information and too little of an essential nature, meaning—I gather—how to determine the grade of an article in reference to laundry, wear and so forth.

I loved what Janet Ramsey said—she's the vice president of the League of Women Voters—concerning the purchase of a bed and its accessories. "Is there nothing to guide the purchaser except the pictures portrayed in newspapers and magazines assuring you that the socially-prominent Mrs. So-and-so—who looks exceedingly well rested indeed—would sleep in no other?"

I thought her point, too, was well taken when she said, "One who can afford to purchase a high-priced ice-making machine can afford to pay for the opinion of experts, but the ordinary individual buying an ice-box primarily for the preservation of food—must use the trial and error method."

The constant and intolerable pressure toward useless buying exerted upon the housewife was the second charge against the present market.

The merchants "came back" at them though. Mr. Kelly of the Chicago "Fair" claimed that the "lowering of prices lies entirely with the public. If they will work with the merchants and eliminate needless selections, operating costs may be materially reduced." Almost unlimited choice in goods is today offered the shopper and convenience and service undreamed of a generation ago.

I blushed when Mr. Schaeffer, advertising manager of Marshall Field quoted the manager of their floor-covering department as saying:

Should Know Room Sizes

"WHAT would I like the household buyer to know? Well, it would help tremendously if she knew definitely the size of the rooms and the size of the spaces she wants to cover. Fully 50 per cent of the women who come in here to buy do not have this prerequisite of simple information."

The merchant thinks, too, that the housewife should know how to care for things after purchase—should know how to make things with her hands in order to appreciate and judge other manufactured articles. But that in all technical gradations in the great volume of merchandise the consumer should put her faith in the specialized staff of the reputable store she has chosen.

"Specifications and laboratory analyses," he thinks, "disregard what we believe to be by far the greatest factor in the satisfactory buying of merchandise

for the home and personal wear—namely the factor of taste. Taste cannot be standardized or specified because it provides opportunity for entirely individual conception and expression of beauty. Economical buying is careful buying."

OCTOBER 15—I found Schlink's "Your Money's Worth" in Dan's bookcase. I asked him if he had read it. He said he had, but didn't seem rabidly enthusiastic. He said he'd like to write a satire on some of these writers who denounce "market conditions."

"How can I," he would parry, "be sure when I buy your product, Mr. Author, that I'm going to get my money's worth? Most books cost about the same, but they lack standardization of material; there are no definite specifications as to contents. I might pick a poor one. I shall buy no more books under existing nefarious conditions."

Being a sort of a writer, myself, I wasn't going to agree to such insinuations. Dan is a bit satirical, anyway, especially when he has had a bad day.

Men must live, even writers. And if they can write successfully—speaking financially—so much the better. One of the most satisfying things about today to my mind is the army of writers and artists doing good work and still piling up a bank account. Voltaire, who, I fancy, was about the first "literary millionaire" has a line somewhere: "Poverty enervates the courage."

A parasite can't reform, can't attack. So he kept an eye on his publishers, diverted some of his intellect to studying finance, made millions and therefore dared to make enemies.

OCTOBER 27—They brought back Barbara's yellow flannel dress from the cleaner, looking as though Bobby had pressed it! They had kept it over a week and she needs it for tennis. I sent it back by the driver and the manager himself appeared with it at noon.

We had a long "conference" in the library where I was writing checks and wondering why I bought anything, ever. He was a wide-awake person and we exchanged ideas to our mutual satisfaction. He says the vast quantity of new textiles put on the market makes the cleaning business a gamble rather than a trade.

Until recently chloroform was safe for the most delicate of materials. Now certain goods are ruined by its application. Many can't stand gasoline. Many "washable" fabrics shrivel under water. The price of the material or the dress is no indication of its "cleanability"—laboratory tests are the only authoritative guides to the method of procedure.

He was astounded to find that on the Pacific Coast they give a twelve-hour service for cleaning even pleated silk dresses. I had Barbara bring him her blue georgette with the accordion-pleated flounces, and he asked to take it with him to show at a meeting of his organization this afternoon. Since it can be done, he's not going to rest till he does it.

Detroit Edison Company adopts the Telephone Typewriter



The star represents the Detroit Edison Company's downtown office... the circles its outlying branches. Says the company: "The installation has already paid for itself in greater customer satisfaction."



They use it to flash typewritten messages from their downtown office to eight outlying branches, some of which are located six and seven miles away!

The Detroit Edison Co. is another of the many big corporations that are giving vastly better service to their customers because of Teletype... the Telephone Typewriter.

By means of this remarkable device a typist in your general office can send typewritten instructions over telephone wires to any part of your factory, or to distant plants, branches and warehouses, as fast as she can type them.

As the sender sees exactly what is being printed by the receiving machine, errors in transmission are virtually impossible. Machines can be used in either direction, thus making it possible to send a message and receive a reply within a few minutes' time.

A distinct advantage of Teletype is that it provides a typewritten record for filing at both ends. It combines the speed and convenience of the telephone with the authority and permanency of the printed word.

Teletype service is not expensive, and will pay for itself repeatedly by eliminating errors, doing away with messengers and speeding up the flow of business. Without obligation, permit us to demonstrate how Teletype can save time and money for you.

Notable Users

▲ ▲ ▲
 Ford Motor Co., Detroit
 Insurance Co. of North America, Philadelphia
 American Can Co., Chicago
 Detroit Edison Co., Detroit
 Union Trust Co., Pittsburgh
 New York Central Railroad, New York
 Roosevelt Hotel, New York
 Radio Corporation of America, New York
 General Electric Co., New York and Chicago
 American Surety Co., New York
 American Radiator Co., Chicago
 Consumers Co., Chicago
 Brooklyn Union Gas Co., Brooklyn
 Bonbright & Co., New York

TELETYPE

**THE
 TELEPHONE
 TYPEWRITER**

Mail

for more information

Sign, pin to letterhead and mail to
 Morkrum-Kleinschmidt Corp'n,
 1400 Wrightwood Avenue, Chicago

Name and Position:

N. B. 11-28



Anticipate . . . your directors' meeting

. . . In the hands of your directors your yearly statement—in their minds a question, "What are we doing to cut these costs?"

Anticipate their question and prepare its answer—right now before the directors convene.

Call the Remington Rand man today and let him talk to you in your own language—the language of costs and control. Let him show you how properly compiled information can reduce expenses on sales, stock and production. Let him give you the picture of machines

at work for you, saving time and money with every operation.

Ask him for facts and proof on increased sales or production volume. You want to know more about larger net revenue. He can tell you ways and means to attain it.

Your directors will expect larger profits for the coming year and by conferring with the Remington Rand man you can show them how their expectations will be realized.

Because the Remington Rand man draws

When writing to REMINGTON RAND



from the annals of the pioneer companies which comprise the great organization he represents, he can recommend plans which will send the board of directors away from the meeting confident in you—convinced that the management of their business is in good hands.

Remington Rand Business Service Inc.,
465 Washington Street, Buffalo, N. Y.



Remington Rand BUSINESS SERVICE INC.

REMINGTON KARDEX SAFE-CABINET DALTON

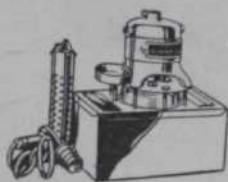
KALAMAZOO POWERS BAKER-VAWTER

LINE-A-TIME LIBRARY BUREAU

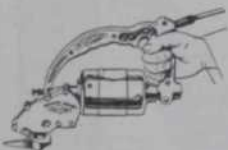


An Institution

exclusively devoted to the development of special fractional horsepower motors



This Humidifier is operated by a Dumore Motor.



This metal shears is powered by a Dumore Motor.



And thousands of floor polishers are giving satisfaction as a result of their Dumore Motors.

THE Wisconsin Electric Company bears the reputation of pioneering many new developments in the field of small-electric-motor applications. Diversified and difficult problems of fractional horsepower motor applications have been successfully solved by the adaption and use of a dynamically-balanced, precision-built Dumore universal fractional horsepower motor.

For instance, the International Register Company of Chicago says: "We have found, not only that the Dumore Motor possesses more power and life than the motors formerly used, but also when dealing with the Wisconsin Electric Company we secure quicker deliveries and better cooperation from the engineering department on changes and improvements."

Our engineers are exceptionally skilled in technical knowledge. Our laboratories are adequately equipped for any type of research work. To manufacturers whose products require fractional horsepower motors of the high speed, universal type, the services of this company will prove a profitable asset. Address our Sales and Engineering Research Departments for further details.

WISCONSIN ELECTRIC COMPANY
89 Sixteenth Street Racine, Wisconsin

DUMORE

TRADE MARK-REG. U. S. PAT. OFF.

Fractional Horsepower Motors

When writing to WISCONSIN ELECTRIC COMPANY please mention Nation's Business

The Map of the Nation's Business

(Continued from page 37)

11.5 and 9.1 per cent were recorded in output and demand. Stocks at the end of August were the smallest since January and with that exception the lightest for three years.

Mention has hitherto been made of the fact that gains in mail order sales in recent months exceeded those reported by chain stores. In September, however, chain stores stepped ahead of mail order houses with an increase of 23.8 per cent over September, 1927, against 21.8 per cent increase by the latter. The two combined gained 12.7 per cent over September a year ago. For nine months the chains gained 18.4 per cent and the mail order houses 13.7 per cent with a combined gain of 17 per cent. The competition of these two types of organizations with the department stores has apparently increased. The latter (610 stores) showed for eight months a gain of only a minute fraction of one per cent over a year ago when an increase of six-tenths of one per cent was shown over 1926. The following table of monthly increases and decreases in chain, mail order and department store sales with the trend in wholesale trade for like months will repay perusal:

	Chain stores	Mail orders	Chains and mail orders	Dept. stores	Wholesale
1927					
Jan.....	10.1	6.9	2.0	9	3.8
Feb.....	17.1	3.0	8.1	1.7	3.9
March.....	12.3	2.1	7.8	1.8	2.4
April.....	25.1	4.6	17.6	6.9	2.7
May.....	7.5	.05	4.6	4.6	2.9
June.....	16.0	3.3	11.3	1.3	3.7
July.....	11.5	3.0	8.3	3.7	4.9
Aug.....	18.4	17.1	18.0	7.4	1.0
Sept.....	13.5	8.1	11.7	.1	5.5
9 mos.....	15.1	2.9	10.9	.6	3.5
Oct.....	11.4	8.2	10.4	2.5	3.4
Nov.....	8.7	7.0	8.0	.5	3.9
Dec.....	16.3	12.0	15.2	1.0	2.4
12 mos.....	14.1	4.9	11.6	.2	3.6
1928					
Jan.....	14.0	6.3	11.2	1.1	.8
Feb.....	16.8	9.2	14.5	3.0	1.5
Mar.....	22.5	1.5	16.1	3.0	3.2
Apr.....	7.0	1.3	4.5	8.4	4.8
May.....	21.2	18.7	20.6	4.8	1.4
June.....	18.8	24.4	20.4	2.0	3.5
July.....	14.6	22.1	16.7	3.2	1.0
Aug.....	16.7	21.7	18.1	4.7	2.5
Sept.....	23.8	21.8	23.1	5.9
9 mos.....	18.4	13.7	17.0	.04	1.5
*Eight months		†Six months			

For the month of September, this year department stores report a gain of 5.9 per cent over the like month last year.

September failures fell 4.8 per cent from a year ago but this has not greatly affected the year's total which is still slightly in excess of a year ago. Liabilities showed a perpendicular drop, mainly because the stream of bank failures seems to have dried up as compared with recent years.

The situation in world's wheat supplies does not lose anything in interest with the passage of the months. What is said to be a record high aggregate of world production, certainly a new high United States and Canadian output, has resulted in a new high aggregate of visible supplies for the two countries combined.

Are You a Businessman or are You a Botanist?

A CELEBRATED BOTANIST had perfumed the World with many new and beautiful flowers. But he sought a blossom different from all the rest and set out on a long journey to find it. He returned home disappointed and empty-handed, to find it growing in his own door yard. So runs the old fable.

There is the perfect picture of the Businessman who feels the need of Quality Transportation and hasn't become acquainted with The Erie Railroad.

If you, or the customers who depend upon you, are doing business in the great Midland belt between the Great Lakes and the Atlantic Seaboard, the

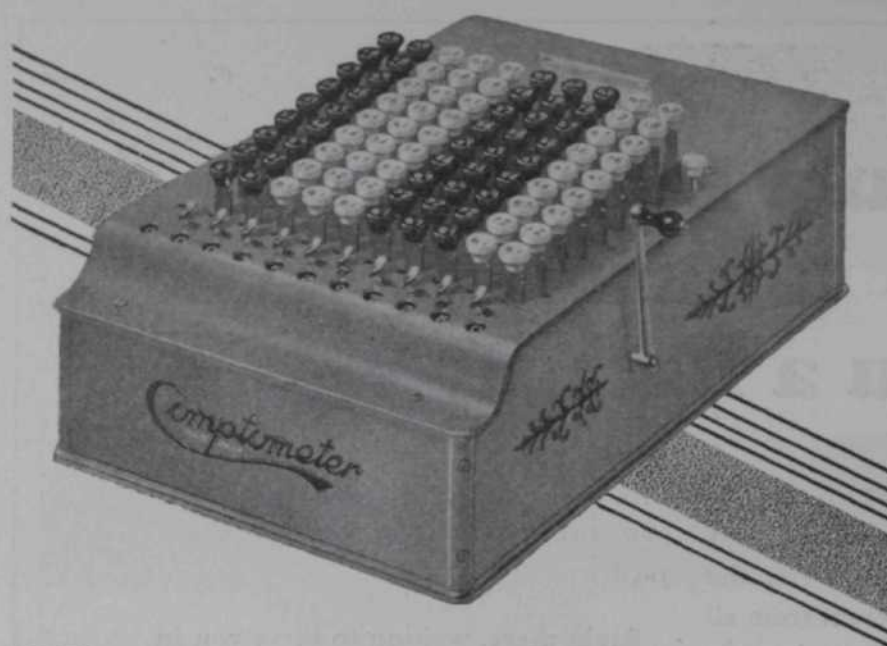
Erie Railroad and its connecting lines are running through your door yard.

Right there, waiting to serve you in the way your business never has been served before, is the modern, high speed, heavy duty railroad. It is equipped for every demand you could make upon it. Its trains are powered by the mightiest locomotives of their kind in the world. Its terminals are equipped to handle every sort of business. It is setting the pace for fast dependable deliveries and Service to the Shipper. And behind its millions of investment in road and equipment stands a human organization of 35,000 employees with a single objective—to *put the traffic through!*

ERIE RAILROAD

THE ERIE ENTERS NEW YORK AT THE FRONT DOOR





The Economy of Speed in Figure Work

In the battle for lower costs of machine figuring, Speed-with-Accuracy is the dominant aim. Accuracy, of course, is indispensable.

You can get accuracy with either mental or machine figuring by slow, painstaking care, checking as you go along. A safe way, but too expensive. For real economy speed must be joined with accuracy.

Speed has always been a distinguishing feature of the Comptometer. For forty years the Comptometer has held its place as the high-speed machine for all adding and calculating.

With the introduction of the Controlled-Key (found only in the Comptometer) came the system of automatic

control which safeguards operation at highest speed, by compelling correct mechanical operation of the keys.

This coupling of speed-with-accuracy in the Comptometer makes for greater production of, *not one alone*, but every kind of figure work at less cost.

Proof of its effectiveness may be determined by an infallible test—the test of measured production.

Try it out for yourself. Time it on a cross-section of your daily routine for comparison with your present figure work costs; or compare the results with the performance of other machines.

A Comptometer man will be glad to assist you in making the test, if you so desire.

FELT & TARRANT MFG. CO., 1712 N. Paulina St., CHICAGO, ILL.

CONTROLLED-KEY
Comptometer
REG. TRADE MARK
 ADDING AND CALCULATING MACHINE

*Only the Comptometer has the Controlled-key safeguard
 If not made by Felt & Tarrant it's not a Comptometer*

A New Era Opens in Industry

(Continued from page 25)

takes care of its manufacture. Cities will not be burdened with the disposal of such materials, and farms will be benefited at a day not far distant.

Then there is the great battle of insecticides. I recently asked Dr. L. O. Howard, the entomologist in charge of the Government's experimental work at Washington, how the struggle between the human race and insects was coming along, and he replied, "The human race is losing." It is to chemistry we must look for new weapons with which to fight that battle.

Practically one-third of the corn that reaches the market in this country is today being utilized chemically. There were more than 500,000,000 pounds of corn sugar manufactured in this country last year, and that refined product is as beautifully crystallized as ordinary cane sugar. It isn't quite as sweet. But there are increasing quantities of it all the time, and there is where your corn surplus will find itself.

Industrial Taste for Alcohol

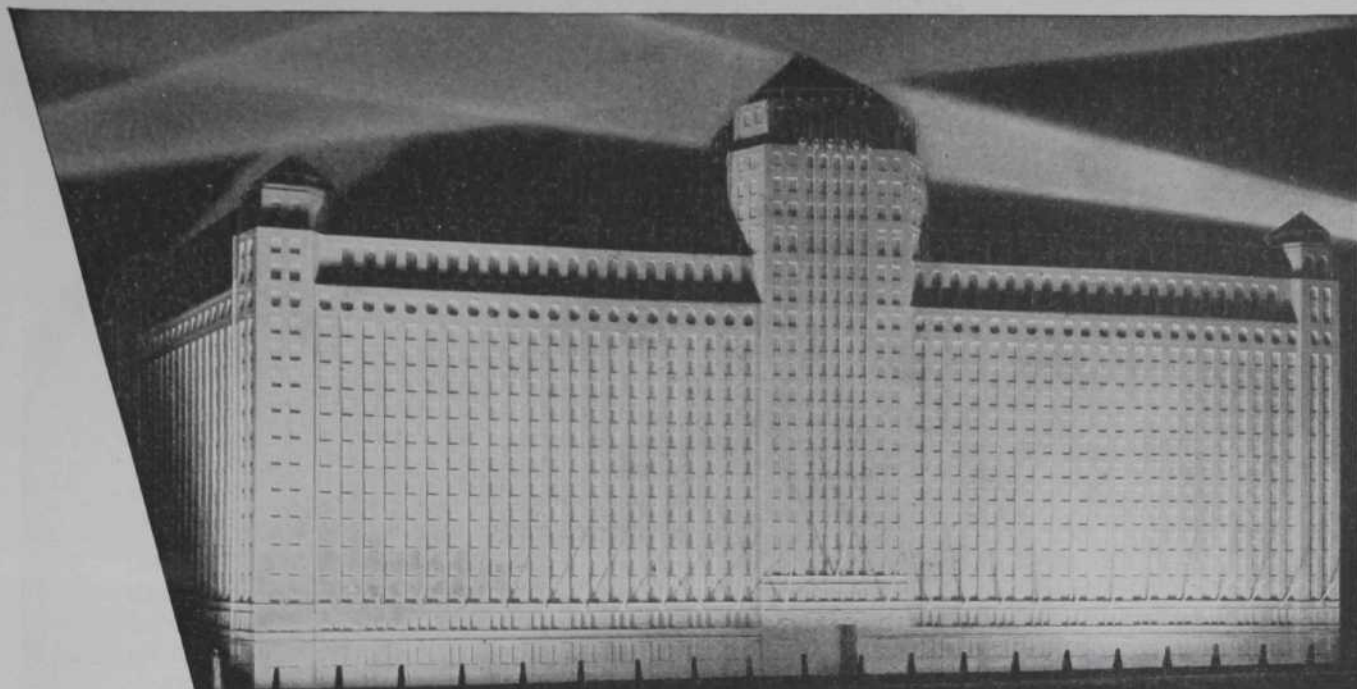
THEN there is this question of industrial alcohol, at present so largely made from waste Cuban molasses, but also from the corn of the Middle West.

Notice how alcohol production has increased. In 1908 we made 3,500,000 gallons of alcohol in this country and in 1925 we made 160,000,000 gallons, a jump from 3,500,000 gallons to 160,000,000 gallons in seventeen years. Or take it this way: In 1919 we made 19,000,000 gallons, and in 1925 we made 160,000,000 gallons of alcohol in this country. That figure, I know, has gone up to 200,000,000 gallons at this time, showing the constantly increasing need for alcohol in the chemical industry.

What has that great alcohol production meant? For one thing the present revolution that is going on in the varnish industry is entirely due to it; new solvents are coming on the market daily. One of the factors that is helping our automobile business goes right back to this matter of alcohol production. A tremendous amount of space was formerly required in order to varnish a mass of automobiles. The lacquer is now sprayed on; there is less space, less labor required, and a shorter time for capital to be tied up in that car before it passes on to the buyer.

That one item in the development of lacquers has meant much to the great masses of people who buy cars in this country, and it means much and will mean more to the men who raise corn in this country.

If we look back then at a few of the marvels chemistry has wrought can we doubt that in this new age of cellulose, we shall see tremendous changes in the factory, the forest and the farm?



We invite your attention to this unsurpassed *concentration* of permanent sales quarters and merchandise displays by the country's foremost manufacturers, wholesale distributors and importers. *For them*, it offers lowered selling costs and tangible prestige because this great central Merchandise Mart will be a superlative magnet for buyers from the richest trading area in the world. *For the merchant*, it means a new conception of Economy in merchandise buying; because of logical location at the travel-traffic center of the Nation. *For the entire retail mercantile world*—LESS TIME BUYING—MORE TIME SELLING, which is becoming more imperative in the successful merchandising of today. QManufacturers and wholesalers will desire space here because of its location, its character,

The building as pictured above will be two blocks long, twenty-three stories high, with twice the floor area of any other business building in the world — a \$32,000,000.00 project, occupying the Air Rights over the Chicago and Northwestern railroad between Wells and Orleans streets on the Chicago river front.

its contribution to New Economy in mercantile distribution and its possibilities for increasing business. Many leading industries are already leasing at space rates surprisingly reasonable. Occupancy for spring, 1930. It is not too early to consult regarding suitable space. Write or telegraph now.

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Into the greenland of towering trees, The Milwaukee Road keeps pushing its way, bringing forth a constant flow of material for a thousand varied purposes. Of all the tonnage that moves over its 11,200 miles of line, one-fifth is forest products.

In providing efficient, economical haulage from forest to market, The Milwaukee Road is contributing to the progress of a great industry and to the welfare of the American people.

For a copy of booklet or detailed information on any subject concerning this railroad, address The Milwaukee Road, Room 884P, Union Station, Chicago.

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Milwaukee - Kansas City

The Arrow

Chicago - Des Moines - Omaha -
Milwaukee - Sioux City



The MILWAUKEE ROAD



When writing to THE MILWAUKEE ROAD please mention Nation's Business

Why Boast of not Making Money?

By WILLIAM FEATHER



What right has an intellectual to complain if he's broke?

IF you ask me what a business man is I'll tell you he is a man who admits he is engaged in making money by selling things to people. If I must define an intellectual I'll say he is a man who denies that he is engaged in making money by selling things to people. That's the best I can do. My definitions have the sole merit of suggesting a difference which I consider important.

I can't escape being classified as a business man since I own a printing plant and am compelled to devote my best intelligence to selling. My definition of an intellectual excludes me from that group. I wish to be excluded. I have no quarrel with the type of intellectual who honestly faces realities, but I dislike the breed that blinks at the ugly facts.

The first duty of all of us is to support ourselves and our wives and children if we have any. If we are not doing work that is sufficiently useful to command enough money to pay our bills something is wrong with us or the product we are striving to sell. I have scant sympathy for the poet who complains because the world does not appreciate his genius and support him in luxury for the privilege of reading a new sonnet each month.

Make Your Own Living

I DON'T see why a poet has any more right than a grocer to complain if he happens to be broke. Let both of them find a job in a chain store, or failing that, let them hustle subscriptions for *The Saturday Evening Post*. Let the people patronize whom they wish. Let their choice be absolute. If they prefer Harold Lloyd to Beethoven, let those who have a financial interest in Beethoven go about their job of booming Beethoven in a business-like way instead of calling Harold Lloyd's public fools and swine.

Chase and Schlink are an irritating

pair. They are the authors of "Your Money's Worth," a book which pretended to expose advertisers as a gang of swindlers, engaged in selling ten cents' worth of bicarbonate of soda for \$1.50. The business man's answer to Chase and Schlink's book is:

"If you can sell ten cents' worth of bicarbonate of soda for ten cents and make a profit why don't you go into business for yourselves and do it? Are you interested in making money or are you just trying to Do Good? There is no law in this country against price-cutting."

Adventures in Publishing

ONCE there was an intellectual who always stepped off on the wrong foot. This gentleman, distracted because more people didn't buy his books, concluded that the publishers and booksellers exacted too much profit. He wanted to Do Good.

He became his own publisher. What happened? Soon he was in financial difficulties, and was sending out pleading folders asking people to back him with money. It did not occur to him to take a cold survey of the situation and to tell himself:

"Something is wrong with my books or my marketing system." Eventually he discontinued publishing his own books at 50 cents and \$1. He now deals with established publishers who are selling his books at standard prices of \$2 and \$2.50, or thereabouts. His message is still the same: Business men are robbers; but with his breakfast at stake he cooperates with the thieves.

Several years ago a group of people in New York decided that the theater, as conducted, did not afford adequate opportunity for the presentation of first-class plays. When people feel that way several courses of action are open to them.

If they are intellectuals:

1. They can write letters to the newspapers, denouncing the play producers.
2. They can start a magazine, offering wider scope for denunciation.
3. They can invoke the power of the law or legislature.

A Panacea that Works

OR, IF they are business men, or have the business point of view, they can start a theater of their own. This takes courage and ability and fortunately the New Yorkers had both. The result of their efforts is what is known as the Theater Guild, a cooperative organization of actors, playwrights, producers and theater-goers.

The Guild plays have been of exceptional quality, well-staged and acted, and they have been presented at reasonable prices, that is, at about the prices of comparable plays in commercial theaters. The venture has been an artistic and financial success. First-class salaries have been paid to first-class actors, and first-class royalties to first-class playwrights.

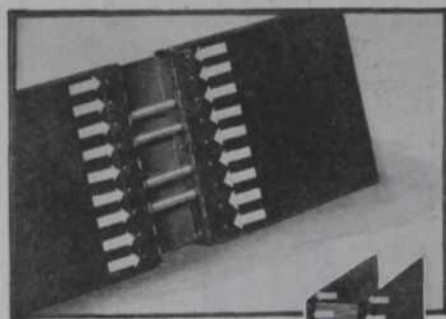
The Guild has demonstrated that the effective way to cure evil and inefficiency is to offer competition. Is a business conducted wastefully and stupidly? Why not go into that business? Why talk, write, and preach?

Parasites of Business

THE intellectuals have had no little fun the past few years, and have earned many an honest penny, by satirizing the practices of business men. That's fair and it will be equally fair if a business man presents his views of the nonsense of intellectuals. Some intellectuals find there is less money in royalties than in offering themselves as living exhibits before a room full of Kiwanians.

The booking of intellectuals (or trained

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seals as they are more often known) is now a Big Business. The more successful of these platform entertainers put on a show that is almost good enough for Keith's vaudeville, and the fee bears a direct relation to the hokum.

A lady poet appeared in the Middle West, with a husband attached to her. As I recall it he sat by in a flaming robe, beaming, when she was interviewed by the press. In the evening she appeared on the platform in a flimsy, flowing gown, and read her poems. At her suggestion the chairman announced that there would be an intermission, during which the ladies might smoke a cigarette, while those who wished might go back stage and meet the poet. When the intermission came the poet went back stage and smoked, as the chairman stood by, but none of the audience budged. When it was all over the crowd went outside and laughed.

Profits on Autographs

ANOTHER common practice of the intellectuals is to arrange with a local bookshop to meet customers and autograph copies of their books for prospective purchasers. This has been found more profitable than going to tea parties because the books are not for sale at tea parties. Sometimes at one of these afternoon soirees as many as twenty-five books are sold, from which the author collects royalties amounting to the grand sum of \$5 to \$12.50.

The business man objects to none of these practices as long as those who indulge in them admit they are good business, and do not sneer at the confessed business man when he resorts to methods for drumming up trade which are no worse.

I am a subscriber to a group of intellectual publications and an equal number of publications which bear no taint of intellectuality. I have found interest in observing the enterprise and honesty of the business managers of both groups. There is a postal law which requires publications enjoying second-class rates to remove a name from the mailing list within six months after the subscription expires. Were it not for this law, some publishers would never bother to ask for money because it costs as much or more to get it than one receives.

How well is this law observed? Magazines such as *The Saturday Evening Post*, *Life*, *Printers' Ink*, *Barron's*, quit with the last issue of the subscription. *Vanity Fair*, *The American Mercury*, *The Atlantic Monthly*, and the other commercial successes among the highbrow or sophisticated magazines are equally businesslike.

The degree to which the postal laws are abused by others on my list is usually in inverse ratio to the affected righteousness of the editors and publishers. If a publication cartoons Business as a thug I can depend upon it that the magazine will come to me as long as it is issued, even though I never forward a renewal. If the publication is a literary review I will receive free issues for 75 weeks. If it is a

single-tax, or a socialist magazine it will come forever. This violation of the postal law is a mere detail and would be of no significance were it not in contrast with the lofty tone of the editorial contents.

Hunger Allows Hokum

MY POINT is that business makes strange bed fellows. In scratching for a living none of us is above a little hokum, or a little nonsense if our stomachs are empty. The intellectuals get just as hungry as the rest of us and when they are hungry there isn't much difference between them and Lowell Schmalz, as every publisher or booking agent who has dealt with them will testify.

Business men never fail to extend respect to any man, whether an intellectual or a cream puff manufacturer, if he has the capacity to sell the product of his brain or bakery in sufficient volume to qualify as a productive citizen. If he can do no better than earn the wages of a union carpenter, business men assume that something must be wrong with his stuff.

The business idea is that a first-class product, well presented to the public, finds a market. A business man weeps no more over the bankruptcy of a dramatic critic than over the same misfortune of a delicatessen dealer. The dealer's intentions may have been honest and he may have stocked the same brands of liverwurst as his successful competitor, but something must have been wrong with his salesmanship.

Just so with the critic, if his work was good he wasn't a salesman and consequently must suffer. Usually, though, the business man has observed that the world rarely misses giving approval to anything that is of high merit.

No Hidden Geniuses

GENIUS seldom dies unnoticed; if it does it isn't genius because part of the art of genius is ability to compel recognition.

The business men who are engaged in publishing books, printing circulars, selling baked beans, and manufacturing steel believe that the public rewards its servants in proportion to their usefulness. If a business man can earn \$250,000 a year his business friends conclude he is more useful to the public in that particular year than an editorial writer of an advanced magazine who gets a tenth or a twentieth of that sum.

In the evaluation of their respective work twenty or five hundred years hence it may appear that the editorial writer was a superior citizen, but that does not alter the fact that we are living today and making choices today.

I do not anticipate that business men will ever rank above politicians and poets in history, and I doubt that such an end would be desirable, but there is no doubt that the American business man is the foremost hero of the American people today, and I for one think the people have chosen their heroes wisely.

... Pick papers ... as you pick men for the specific job they are to do

WOULD you hire a man for a key position with no more knowledge of his abilities than the fact that he asked for a large salary?

Choosing papers is much like choosing personnel. In every business there are several different classes of duties which paper is asked to perform. Some require strength and lasting quality; others demand clean-cut appearance; still others call for nothing but a reasonably good writing surface.

To use a high-grade rag paper for inter-office memoranda or shipping-room blanks is just as ridiculous as asking a \$10,000 executive to clean inkwells. And typing an important contract on sulphite bond is like placing a careless youngster in a position of trust and responsibility. Yet in the same offices where employees are carefully picked according to their qualifications, *papers* are still bought in haphazard fashion, without regard to the requirements of the job.

Buyers of printing are not to blame. They often lack the exact knowledge of the paper expert who is qualified to choose the correct paper from among the thousands of brands and grades.

In a recent survey made for a large financial firm, the Paper Users' Standardization Bureau found that the company was buying a 100% rag bond for all its permanent forms. In idea this is correct, but laboratory tests showed that while the *rag content* of the paper was actually 100%, the rags used were of inferior grade, and for that reason it was less than half as strong as it should have been for use in

permanent records. Rag content is *not* always a safe basis for buying paper unless the grade of rag, which determines the quality standard, is a known factor.

The Paper Users' Standardization Bureau now places within the reach of every large business an individual service which simplifies and systematizes the entire problem of paper buying.

In the past year standardizations have been made for more than 400 companies, in all lines of business. In every case greater efficiency has resulted through the use of the right paper for the purpose. In most cases, appreciable savings have been made.

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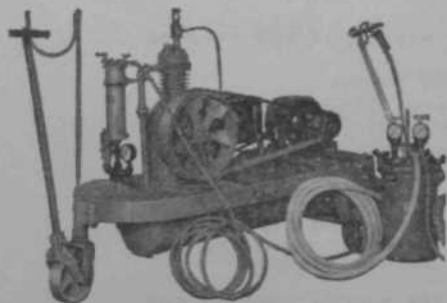
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Refrigeration Stabilizes Trade

By RUEL MCDANIEL

WORKMEN for a Rocky Mountain mining company, sinking a 12-foot shaft toward a vein of gold-laden ore about 600 feet underground suddenly encountered a quicksand of the fleetest variety at a depth of 400 feet.

Apparently the sand went on indefinitely. When a man would sink his shovel into the substance and pull it out loaded, the hole would fill before the shovel could be cleared. It looked as if the hole would have to be abandoned, or a great deal of money would have to go for expert engineering and materials. The owners of the proposed mine were not positive enough of the percentage of gold in the vein below to spend so much money to reach it.

After a score of plans and suggestions had been tried or considered and discarded, a young engineer who was on the job as crew foreman made a suggestion so radical that it forced attention for its novelty if for no other reason. The proposal was that the company rent an ice-making machine and freeze the shaft through the quicksand.

The company ordered a commercial refrigerating machine of one-ton capacity from Denver, set it up near the mouth of the shaft, hooked a gasoline engine to it, and by means of a line of pipe forced compressed ammonia through an expansion valve down into the quicksand. Freezing of the sand around the pipe in a radius of three or four feet was almost instantaneous.

Blocks of Quicksand

WORKMEN followed up the freezing by simply cutting the frozen mass into convenient blocks and lifting it out. After clearing the space, they constructed walls to hold back the flow of sand and water when the substance should thaw. In this manner the shaft was cut through the quicksand and walled in at little more than the average footage cost of lowering a shaft through rock and clay. The experience opened up new vistas for this mining company and for excavating engineers.

That is merely one of scores of novel but practical uses to which industry is putting mechanical refrigeration today. It is something of a hint as to the future of this comparatively new industrial tool. What the mechanical ice man is already doing for industry is of interest to any man in business or to the average lay student of business.

Mechanical refrigeration is making the torrid zone livable and comfortable for white men; it is making it possible for the owners of hotels, office buildings, theaters, to manufacture their own weather to suit the particular needs of tenants or customers. It has made the show business a profitable year-round enterprise; whereas just a few years ago the better theaters closed for three or four months dur-

ing the summer. It has come to the aid of the yeast manufacturer, the baker, the candy maker. It helps the embosser to put the gloss on fine stationery; and it affords smoother vacuums in X-ray tubes.

There are about 36,000 industrial refrigerating machines in use in the United States today. They have a total capacity of about 1,000,000 tons of ice or its equivalent in refrigerating power. Yet modern industrial cooling is one of our newest developments.

Artificial refrigeration in its simplest form was employed hundreds of years ago; and strangely enough, the same basic principles employed then to cool the water in a skin-covered jug in the Sahara Desert are used today in modern bakeries to produce better bread and cakes.

Can Control Temperature

JUST as mechanical refrigeration cools a certain substance by extracting the heat from it, so does it cool a room, vault or building by drawing the heat from the air and reducing the pressure of humidity.

The mechanical ice man is beginning to be recognized in nearly all fields where the control of temperature is an advantage, and obviously that covers countless industries, from hotels to slaughter houses.

Recently a refrigeration engineer working in collaboration with a prominent horticulturist froze fresh strawberries, then thawed them without injuring the fruit.

Almost any fruit may be frozen and kept in the frozen state for an indefinite period, provided the temperature remains fairly steady at a degree well below zero; but it must be eaten immediately after it is brought above a temperature of 32 degrees, or it will disintegrate. Under present practice, when most fruits, especially strawberries, are frozen, the delicate walls of the cells break unless the freezing is done quickly. If the cells do not break in the freezing, then they certainly fall down when the temperature of the berries is permitted to rise. With the cells destroyed, obviously the berries spoil quickly.

By the aid of mechanical refrigeration, this engineer subjected fresh, completely ripe strawberries suddenly considerably below zero. They froze so quickly that the cells did not break. He then maintained a steady temperature for several days, and thereafter brought the berries back to their natural state, by taking two or three days to bring it up to the freezing point. The cell walls adjusted themselves to the slowly changing temperatures, and the fruit came out apparently none the worse for its frigid experience. The berries were as fresh, juicy and luscious as the hour they were put under refrigeration and remained in their natural state as long as they would have without any form of preservative.

This experiment obviously suggests a proper apportioning of the various fresh



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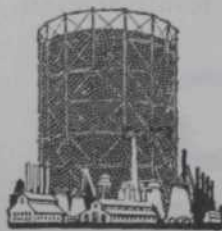
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fruit crops over the entire year. The surplus of any fruit crop may be frozen and held in storage during the peak of the season and carried over until the natural fruit can no longer be obtained, then marketed at a profit.

In practically any important industry the mechanical ice man is at work providing desired temperatures for specific needs.

The Crowley-Milner and the J. L. Hudson department stores in Detroit have installed mechanical refrigeration to maintain an even temperature and provide fresh air in the basement department of the stores. In summer the temperature is lowered to a comfortable degree through the use of washed air, and the establishments do not suffer the loss that usually challenges the progress of basement departments in hot weather. The air is washed and tempered by a spray of cold water as it enters the building. The water is cooled by a regular mechanical refrigeration plant, such as is used to provide ice water for factories and buildings.

Theaters Operate Year Round

THE same application of refrigeration has practically revolutionized the theater business in the last few years. There was a time when motion picture houses could not be operated at a profit in summer. Today people go to the theater in summer to keep cool.

The refrigerating system of the modern theater is considered about as essential as the drop curtain. Though it costs anywhere from \$50,000 to \$150,000 it pays, theater owners report, for refrigeration has exactly reversed the peak of attendance. A few years ago the peak business was in mid-winter; the lowest was in mid-summer. Today the peak of attendance is in August.

Even the legitimate theaters are flirting with refrigeration. Not so long ago the Woods Theater of Chicago made a bid for the play, *Rose Marie*, and the full New York cast. It was available only for a summer run. After due deliberation the theater owners had a modern refrigerating and cooling plant installed. It is reported that the profits from that single run more than paid for the installation. Mechanical refrigeration may have doomed to slow death the so-called "off" season among the legitimate theaters.

Theaters are cooled by spraying water, reduced to a temperature of 38 to 40 degrees by the refrigeration machine, into the air supplied by the ventilating system. That not only cools the air but reduces the humidity, which in turn determines the heat of the air.

It is authoritatively reported that in St. Louis there is under consideration a large hotel in which every guest room will be mechanically refrigerated with washed air, the management thereby actually controlling the "weather" in each individual room, and making the hotel highly desirable in summer. Obviously such a system would not be used in winter, unless the incoming air were washed in warm water for the sake of purification.

In the average large city the lower floors of office buildings are in least demand because both the noise and the dust are disturbing to the occupants. The new Union Trust Building in Chicago used the steel ice man to turn its second floor offices into the most desirable in the entire skyscraper.

Instead of the usual windows and doors to be found on all the other floors, this floor was equipped with heavy, double, plate-glass windows that could be raised. The doors were built for their sound and dust-proofness. Such construction practically eliminated all dust and ordinary sounds. Then the offices were rigged for mechanical ventilation and refrigeration.

Powerful fans drive the air between walls to an opening in each office and during the process it is driven through a spray of refrigerated water and not only cooled to a temperature of about 40 degrees but washed clear of all dust and other impurities. Thus on this floor of the building the weather has been taken entirely out of the hands of the official weather man.

The same principle of refrigeration is being used in a few cases in expensive and modern residences which the owners expect to occupy during the summer, not merely for the sake of cooling the air in hot weather but for purifying it as well. The plan is likewise used in torrid climates by white men to make life livable and comfortable there.

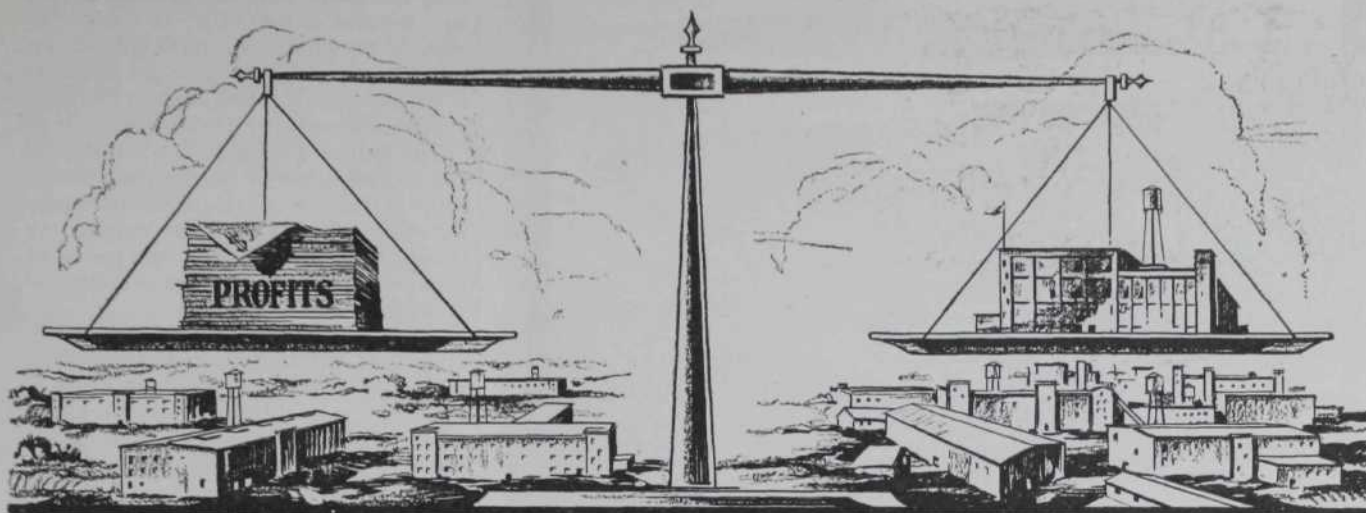
Nearly 22 years ago the Congress Hotel in Chicago, startled the restaurant and hotel industry when it installed a system of artificial cooling in its famous Pompeian Room with the idea of making the dining room profitable in summer as well as other seasons of the year.

Several Gases Used

THERE are three forms of gases generally in use in mechanical refrigeration today. The most common is ammonia, which condenses to a liquid under a pressure of about 150 pounds. For plants where a relatively high temperature is sufficient, sulphur dioxide is used because it takes a less substantially built plant for its use, and condenses under a pressure of about 55 pounds. Where extremely low temperatures are needed, CO₂ (carbon dioxide) demanding a pressure of 700 to 1,000 pounds is necessary. Obviously it requires a heavy piece of machinery and a carefully constructed condenser to handle this gas.

The basic units of the mechanical refrigeration plant are the condenser for compressing the gas to a liquid, the gas receiver in which the substance is cooled after the intense compression heats it, the expansion valve through which the liquefied gas sprays and turns to a gaseous form to be forced through the coils and draw the heat from the container or particles to be cooled, and the pump which draws the gaseous substance back to the condenser for liquefaction again.

Refrigerating plants are designated according to tonnage. Machines are of one, two, six or seven-ton capacity; but this



1 To 4 Now 4 To 1

LET this manufacturer tell you his doubts and worries when he moved his first factory to Piedmont Carolinas.

"A few years ago we decided to move one of our plants away from the old, highly industrialized section where we had always operated.

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"I want to tell you that every executive in our company watched that one unit like a hawk. It was an experiment. We wondered if the labor could turn out work as good as our old hands. We were worried about supervisors, the foremen and minor executives.

"But soon the shoe was on the other foot. That Piedmont plant began to 'show up' our old units. Despite the fact that everything was new—lands, buildings and so on—our overhead there was much lower than here. We couldn't have duplicated that plant here at anywhere near its cost down there.

"Our heating, of course, was much lower. So was our lighting.

"But it wasn't those items that counted most heavily. Our labor costs showed the most significant difference—not so much in weekly payroll as in produc-

tiveness. We have practically no labor turnover and absolutely no labor trouble.

"The men who direct our company soon had some facts before them that made it easy to decide that Mill No. 2 had better be moved to the Piedmont.

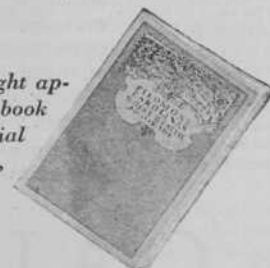
"Today we have four out of our five plants down there. How soon the fifth goes, none of us knows. It's just a matter of the margin of profits on its operations. If they drop much more, it will be brought, too.

"Our management policy is to require each unit to earn enough extra profits to pay for the cost of moving within a reasonably short time—and each of the mills we have moved up to now has beaten the time limit we set."

This manufacturer is one of the largest in his line. His product is probably used in your home. His observations are based on operation records, cost sheets and financial statements.

FACTS

If you want the facts as they might apply to your industry, send for the book illustrated here. Address Industrial Dept., Room 120, Mercantile Bldg., Charlotte, N. C. Your copy will be sent gladly.



DUKE POWER COMPANY

SOUTHERN PUBLIC UTILITIES COMPANY AND OTHER ALLIED INTERESTS



To Manufacturers: San Francisco

*The central distributing point
for Western America and the
Pacific basin beckons* ✓ ✓ ✓ ✓

SAN FRANCISCO welcomes and encourages manufacturers. The business and commercial capital of the West, this city offers markets of deep significance.

Ten million consumers dwell between the Rocky Mountains and the Pacific Ocean and look to San Francisco for countless commodities. Many of these commodities are now made here. Many more can be made here.

An immediate market of 1,600,000 customers—the Coast's largest concentration of people—is within an hour's radius of San Francisco. Within 150 miles of San Francisco are half the people of California, with astonishing buying power.

The vast Pacific basin, concededly the next great theatre of commercial expansion, is pre-eminently

A book of carefully weighed FACTS will be sent to you upon request. Californians Inc. is a non-profit organization of California citizens and institutions interested in the sound development of the State.

San Francisco's trade domain. A vast part of the human race dwells on its shores. Millions of these people are rapidly developing modern wants.

Because of its convenient markets, cen-

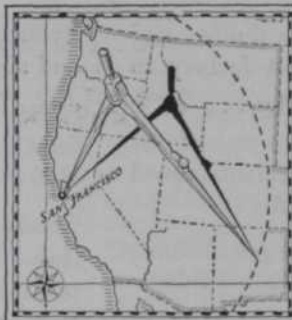
tral position, and manufacturing advantages, San Francisco Bay

district leads other Coast areas by more than \$250,000,000 a year in manufactures. It is served by three transcontinental railroads, several air lines, and 118 steamship lines. This is America's second-greatest port in water-borne tonnage. Here is a young American city with a New York-like future; a world city with a world view point.

Industrial land is still cheap and abundant within the metropolitan switching area. Taxes are low. Water and power are cheap. Raw materials are at hand. Labor is plentiful and in harmony with its job.

Over all is a bracing year-round climate where sleet, snow, cold and fatiguing heat play no part. The mean winter temperature is 51°; summer's average is 57°.

Visit San Francisco! A holiday in one of the world's most interesting cities need be no less enjoyable if it discloses important personal business opportunity.



does not mean that the machine makes that number of tons of ice in a day. As already stated, making ice is not the object of the average refrigeration plant. It is obvious that it is not necessary to produce ice to produce refrigeration.

The British Thermal Unit is taken by the manufacturer of refrigerating equipment as the basis of calculating the capacity of machines. The heat required to change the temperature of one pound of water one degree Fahrenheit is the measurement of a B.T.U.

Experiments have shown that it requires 144 B.T.U. to melt one pound of ice at 32 degrees Fahrenheit into water at the same temperature; hence the latent fusion of ice is said to be 144. The capacity of a refrigerating machine is determined therefore by the amount of cold produced equivalent to the melting of the weight of ice at 32-degrees into water of the same temperature. A machine with a capacity of one ton a day, then, is equal to 144 x 2,000 or 288,000 B.T.U. A two-ton machine would represent twice that figure, and so on.

Refrigeration Helps Ice Sports

THE recent increase in the popularity of ice hockey and ice skating in general is due to the comparative ease with which real ice skating rinks may be produced by mechanical refrigeration. The floors of the modern hockey court are constructed with a series of pipes one and one-fourth inches in diameter set in a concrete base, on top of which is a layer of cork four inches thick. On top of this is a terrazzo covering. Brine at a temperature of five degrees Fahrenheit is forced through these pipes and the water sprayed over the floor is quickly frozen. Water is sprayed continually until the ice reaches the desired thickness; then the temperature of the circulating brine is raised to about 15 degrees, where it remains.

In an aquarium in Chicago, industrial mechanical refrigeration has been given an unusual job. That institution secured some fish from deep Arctic waters. If they were to live, they must be fed a continuous flow of cold water. There were installed in the basement a refrigerating machine which pumps a steady flow of water to these Arctic fish, so that they undoubtedly think the spectators out in front are Eskimos.

The economical manufacture of ball bearings is made possible through the use of mechanical refrigeration. The bearings must be tempered several times in oil after being molded to shape. These temperatures are provided by an ice machine.

Some years ago a New York baker who was recognized as a leader in his industry conceived the idea that if he had some way of maintaining his water temperature at exactly 33 degrees while pouring it into his flour to make his dough, and then holding the temperature of the dough below 85 degrees while it was in the mixing machines, he could produce much finer bread. He installed a refrigerating outfit to provide the water at exactly the temperature wanted and cold

in CALIFORNIA

"Where life is better"



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Manufacturers Choose
SAN FRANCISCO*

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You may send your free book, "Why Manufacturers Choose San Francisco," to—

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Address _____

When writing to CALIFORNIANS INC. please mention Nation's Business

J. A. Folger

Vice-president, J. A. Folger & Co., San Francisco. Mr. Folger directs the Pacific Coast advertising of the Folger coffee business which extends from the Mississippi to the Pacific, with branch warehouses throughout Western United States.

**FOLGER-FLAVOR!**

THE COFFEE MAKER SINCE 1850

MADE THE FOLGER COFFEE TEST?

NOTE Mr. Folger's latest model Dictaphone in COLOR. It is Dictaphone Beige, one of the five standard Dictaphone Colors, in permanent Duco finish.

"We've been 'getting things done' the shortest way for 20 years"

IN 1850 J. A. Folger sailed from Nantucket around Cape Horn to enter the coffee business in San Francisco.

In 78 years Folger's Coffee has grown in popularity from the Pacific to the Mississippi with an office organization of 90 people and 140 salesmen.

"But we're old-timers only in years," says J. A. Folger, the third. "Modern conditions demand a modern view-point.

"Take The Dictaphone, for example. Twenty years ago it started making our work easier. The Dictaphone method speeded us up in so many ways that I give it a large part of the credit for our rapid growth.

"Even if we are an old business we have had no patience with antique methods."

**Miss A. M. Widell**

Secretary to Mr. Folger, is an expert stenographer who also has used The Dictaphone for six years. Miss Widell says, "For getting things done, shorthand isn't in it with The Dictaphone. And with The Dictaphone a girl has more opportunity to do the kind of work that makes her a real secretary."

NOTE Miss Widell uses a new model Dictaphone in COLOR. — Dictaphone Beige, one of the five standard Dictaphone Colors, in permanent Duco finish.

Make a Dictaphone analysis of your own business

Send Coupon for free analysis and working report of companies using from 3 to 300 Dictaphones. Blank spaces are included in the report for your convenience in making a Dictaphone analysis of your own business.

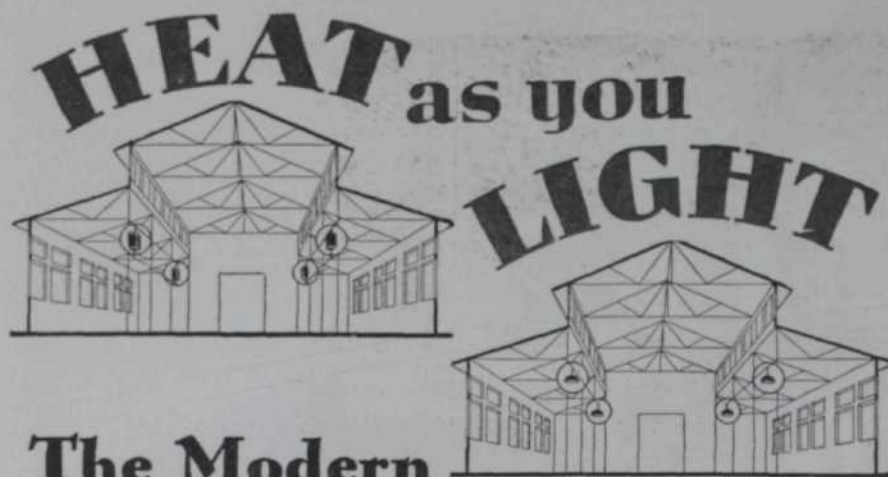
NOW—
The Dictaphone
in COLOR

Keeping step with the times, The Dictaphone now presents its New Model 10 in a range of pleasing colors.

**DICTATE TO THE
DICTAPHONE**

and double your ability to get things done

Dictaphone Sales Corporation, Graybar Building, New York, N. Y.	NB-8
<input type="checkbox"/> Mail the Report and Analysis blanks. <input type="checkbox"/> You may demonstrate The Dictaphone in my office.	
Name.....	
Address.....	
City.....	



The Modern Way to Heat Industrial Buildings large or small



Modine Unit Heater No. 701—
the equivalent of nearly 2
tons of cast iron radiation.

WHY not provide heating for your factory that is just as efficient as modern industrial lighting? The Modine Unit Heater gives you this new heating effectiveness.

Suspending from the steam line 10 to 14 ft. above floor level, just as lights are installed overhead, Modine Unit Heaters force heated air down over the entire floor area, insuring complete comfort to every worker. Each Modine is individually controlled, to be operated as temperature conditions require.

You wouldn't expect lights strung along the walls to properly illuminate a factory of large floor area—and particularly if such lights were undirected. Yet such lighting could be no more hopelessly ineffective than cast iron radiation or pipe coils that Modines are supplanting everywhere.

Install Modine Unit Heaters now and save on first cost, on operating cost. Let us send you complete facts.

MODINE MANUFACTURING CO.
(Heating Division)

1710 RACINE STREET RACINE, WIS.
Branch offices in all large cities
London Office—S. G. Lesch & Co., 26-30 Artillery Lane

air to blow across the mixing machinery which otherwise would become extremely hot under fast operation. Since then, mechanical refrigeration has become an important factor in the bakery industry.

There, too, is the cold storage vault for furs in which mechanical ice-making machines make it hot for moths by freezing their eggs, suddenly thawing them out to about 40 degrees and leading them to think that it is hatching time, then dropping the "weather" to ten degrees and freezing the youngsters before they get out of their shells. Still it is said that the mechanical ice man is just a kid as yet!

Does Europe Dislike America?

WHILE foreign observers have not lacked for motives to make America's prosperity seem a national vice, few of them have examined the reasons for European dislike as intelligently as Hugh Walpole does in the *London Graphic*. His consideration proceeds beyond the usual recognition of distaste on the ground of excessive materialism to the conclusion that America is disliked by those who know her least—"by visitors of a week or two, unsuccessful lecturers, or victims of the more self-confident type of American tourist."

Perhaps the largest measure of unfriendliness takes its dimensions from doubt of our intentions toward the rest of the world. As Mr. Walpole phrases it, "America is disliked in Europe not only because she is on the top, owns most of the world's gold, has almost no income tax, and gives every one of her workmen a motor car . . . but also because her influence is said to be spreading disastrously in Europe and especially in England."

Our Good and Bad Qualities

IT should be plain enough that mere exercise of influence bodes no ill unless it be of evil design, and this qualification is acknowledged with Mr. Walpole's questioning. "In what does this influence consist?" he asks. "What are the fine qualities of modern America's character? They are, I think, vitality, opportunity, warmth of heart, scorn of traditions, equal opportunities for every one, openness of mind, courage." As for the bad qualities—and he finds some—there are: "False values, absence of esthetic standards, restlessness, shallowness, too much common denominator, provincialism, too little depth of knowledge, arrogance, ignorance."

Those appraisals are qualified to test our poise, for they signify generous praise and frank censure. It may be that our increasing economic stature of itself feeds distrust. Always it has been temptingly easy to suspect that materialistic might would tempt a nation to make its observance of international good manners a convenience rather than a principle.

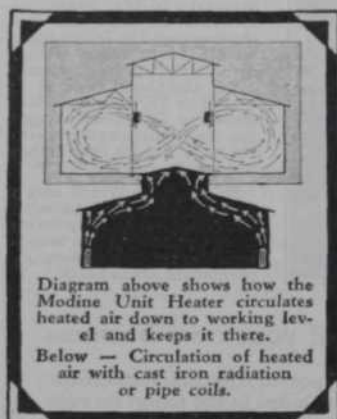


Diagram above shows how the Modine Unit Heater circulates heated air down to working level and keeps it there.

Below — Circulation of heated air with cast iron radiation or pipe coils.

Modine

Unit HEATER

FOR STEAM, VAPOR, VACUUM, HOT WATER HEATING SYSTEMS





There is still profit in TREASURE HUNTING



"SKELETON ISLAND"—"Pieces of Eight"—"Sixteen men on a dead man's chest"! What a kick we all got out of "Treasure Island" when we were youngsters.

There are plenty of treasures to be unearthed today—and they are no mere flights of the imagination. They are to be found in manufacturing plants like your own—*treasure in the form of greater economies.*

It is our business to help you achieve these economies through more modern and more efficient wrapping machinery.

The standard carton wrapping machine formerly wrapped only 40 packages per minute. We built a new model which does 70 per minute, so that with the same amount of labor the owner gets 30 more packages wrapped per minute—14,000 more a day. In a year this means a saving in labor equivalent to the former cost of wrapping 4,200,000 packages.

Numbers of manufacturers are now making large savings on their packing costs through the more modern method of bundling by machine, instead

of packing in cardboard containers. They save 80% on packing material costs—that means thousands of dollars per year. Each bundling machine also saves from \$2,000 to \$5,000 a year in labor.

Sometimes large savings can be made in most unexpected ways. For instance, by redesigning the paper feed mechanism of chewing-gum machines, we saved a fraction of an inch on the tin foil per package. Only a fraction of an inch, but on a product of such large volume, the yearly saving makes a handsome "treasure" to add to the company's profit.

Put our Experience to Work for You

We are constantly being consulted by the leading package goods manufacturers to devise new and better methods of wrapping—methods which save labor, material, floor space. Why not take advantage of our wide experience and special knowledge in an effort to lower *your* wrapping costs? Get in touch with our nearest office.

PACKAGE MACHINERY COMPANY

Springfield, Massachusetts

New York: 30 Church Street

Chicago: 111 W. Washington Street

London: Windsor House, Victoria Street



PACKAGE MACHINERY COMPANY

Over 100 Million Packages per day are wrapped on our Machines

We Will Give You Reliable Information About Canada



DEVELOPMENT BRANCH: For information regarding the mining industry of Canada, the development and supply of industrial raw materials available from resources along the lines of the Canadian Pacific Railway, consult this branch.

We have an expert staff continuously engaged in research relative to all resources including the examination of mineral deposits. Practical information is available concerning development opportunities, the use of by-products, markets, industrial crops, prospecting and mining.

BUREAU OF CANADIAN INFORMATION:

The Canadian Pacific Railway, through its Bureau of Canadian Information, will furnish you with the latest reliable information on every phase of industrial and agricultural development in Canada. Our Reference Library, at Montreal, maintains a complete data service covering Natural Resources, Climate, Labor, Transportation, Business Openings, etc., additional data constantly being added to keep it up to date.

CANADIAN PACIFIC RAILWAY CO.

Department of Colonization and Development
J. S. DENNIS
Chief Commissioner
Windsor Station
Montreal, Can.

Railways More Businesslike

By A. S. McKELLIGON

THE railroads today are among the biggest and the best purchasers in commercial America. Spending, as they did, more than a billion and a half dollars in 1926, the railroads are also coming to be regarded as an example of efficiency in the handling of their business.

The buying and handling of railway supplies have always been a major problem for the roads, but much more has been accomplished since the restoration of control following the war. Scientific purchasing and storekeeping has reached a point where with the railroads it merits consideration by all lines of business.

When the roads have purchased generously, they have helped to create or keep alive general prosperity. Sufficient stores for operation and maintenance are not only advantageous but vital to the welfare of the road and hence to the public.

About one-fourth of the total operation expense of the larger roads is incurred in the purchase, storage, and distribution of the supplies which make transportation possible. Nearly half a billion was spent for fuel in 1926; nearly two hundred million more went for forest products, and miscellaneous items took over a third of a billion more.

Association Is Active

ONE agency which has been responsible for large savings on the part of the roads is the Division of Purchases and Stores of the American Railway Association. The affairs of this Division are administered by a General Committee, composed of sixteen elected members divided equally between purchasing and stores officers. Its work is performed by standing committees, which search out the causes and cures of present ills and make recommendations which are considered by the whole association before being passed on to the membership.

In this way information is gathered on what others have found profitable, and what procedures are considered costly or wasteful. Adaptation of the material gathered is for the decision of the individual road. The findings of the committees making up the Division Six, as the Purchases and Stores group is called, is a fair catalog of what's what in modern stock handling.

For instance, the Division found that proper control of material stocks is accomplished through the use of standard stock books in each distributing point, coordinated by means of a master stock book in the office of the General Storekeeper. Before a requisition is sent to the purchasing agent, each item is carefully checked against the master stock book to determine if it can be furnished from any other point on the railroad.

Approximately 60,000 items of material

are used on a railroad. Through the use of a standard material classification these are placed in about fifty classifications. It is necessary for the store department to maintain the identity of all items through these various classifications by proper arrangement in storehouses and in dollars on a monthly balance sheet.

Simplification Saves Money

SIMPLIFICATION is productive of numerous economies, among which are: more economical purchases due to smaller number of items ordered; eventual reduction in manufacturing costs of various items; elimination of special material which involves higher prices; economy in bookkeeping; better control of stocks; smaller stock balances and less storehouse space.

For example, in 1920 the total number of items of material and stock on one large railroad approximated 150,000. This number has been reduced to 63,300. One railroad by making a systematic study of certain items has been able to eliminate 24 sizes of copper tubing, 18 sizes of brass tubing, 93 sizes of cold rolled steel tubings and 1,289 fabricated steel car parts. The stock investment savings on the steel car parts alone is approximately \$43,000 based on normal quantities previously carried compared with what is now carried.

There is a field for study in parts for mechanical and other appliances. Often commercial items can be utilized in preference to the manufactured specialty.

A standard practice for storing and caring for materials and supplies has been adopted. The system of unit piling or piling material in units effects economy, insures economy, conserves supplies and material, and gives a more accurate knowledge of material on hand, assuring more intelligent orders for additional material. By the employment of this system, monthly and annual inventories can be taken in one-tenth of the time formerly necessary. At places where unit piling has been fully featured, a saving in space of at least thirty per cent has been effected.

Several roads, in planning new storehouses, were able to save at least one-third of the space required by the use of unit piling which reduced the investment at least twenty per cent. Investigation also developed the fact that the time and cost of making monthly count as well as annual inventory, has been reduced approximately forty per cent.

The prompt, accurate and economical delivery of material to the users at shops is rapidly becoming recognized as an underlying factor in the speed of shop production with the consequent reduction in costs. A standard plan for the efficient distribution of this material

UTICA
A CITY OF
INDUSTRIAL
OPPORTUNITY

A message to executives

To every executive interested in favorable labor conditions and lower distribution costs... and increased profits... this 36-page book of facts brings a message. It tells concretely what Utica, N. Y., a city of 110,000, offers industry in manufacturing facilities and real cooperation. Ask your secretary to write for it.

CITIZENS
TRUST CO.
Industrial Department
UTICA, N. Y.



**POWER
WITHOUT
CONTROL
IS WORSE
THAN
WASTED**

Industry—take heed

Engine roaring—planes shrieking in the wind—a splendid machine, seemingly flawless, rushes madly earthward to destruction . . . What's wrong? . . . Nothing *much*—but something vitally important! Just a tiny wire snapped—a *control* wire.

Industry take heed! Electric motors are power—brute power that is ever eager to escape man's harness. Like the control wire of the aeroplane rudder, the little metal box known as the Motor Control which stands guard over each electric motor in Industry may *seem* of trifling importance. But on the dependability of that control—on its correct design and accurate performance—depends the life of both motor and machine.

Progressive manufacturers have been quick to realize the part good Motor Control plays in efficient, consistent production. Many plants now specify Cutler-Hammer Motor Control for all their electric motor drives—and most builders of quality machinery, too, are featuring C-H Control on the motorized machines they sell.

The CUTLER-HAMMER Mfg. Co.
Pioneer Manufacturers of Electric Control Apparatus
1251 St. Paul Avenue Milwaukee, Wisconsin

13 *Thirteen Times The
Manpower of Industry
Hidden Away In Electric Motors*

Electric motors in America's industries today provide working capacity equal to 250 million workmen. That is more than 13 times the actual number of men employed. How effectively this army of "unseen" workers is used to bring down costs is determined by the care with which Motor Control is selected.

CUTLER HAMMER



The Control Equipment Good Electric Motors Deserve

Profits from planned LOAD HANDLING...



Saves \$5,000 a year in handling raw materials

Unloading scrap and pig iron and steel costs \$10 less per car with the 4-ton cage-operated Shepard Monorail Hoist on the job. Handling sand has been reduced \$8 per car. In the words of B. E. Swyer, Superintendent of the Northwestern Malleable Iron Co., Milwaukee, "We effected an annual average saving of around \$5,000 which paid for the whole installation within 2 years."

Unloading 50% faster with Shepard Electric Hoists

10 to 20 inexperienced men were formerly employed by the Lounsberry & Harris Lumber Co. for unloading boats so as to avoid demurrage charges. With the aid of Shepard Electric Hoists this extra help has been avoided. 3 men can now unload 20,000 ft. an hour in contrast to the old method which required 4 or 5 men for half a day. This represents an average saving of \$550 per month in labor alone.



Saves 4 men— speeds production

At the Standard Foundry Co., Dayton, Ohio, a 5-ton Shepard Electric Traveling Crane has saved the entire time of 2 men. In addition it eliminated the need of 4 men when pouring, and greatly reduced pouring time. As their Superintendent Mr. W. F. Klingel states, "The saving in labor, coupled with increased production, will pay for a Shepard Crane in a short time."



Savings such as these, are the profits of planned load-handling. They testify to the sound design and quality workmanship of Shepard Electric Cranes and Hoists. They indicate the scope of the Shepard line, which is so complete as to offer a crane or hoist precisely suited to practically every need. Let Shepard engineers cooperate in cutting your load-handling costs. They are located in important cities from coast to coast. Write us and we will send one to see you.

SHEPARD

ELECTRIC CRANES & HOISTS

SHEPARD ELECTRIC CRANE & HOIST CO. 354 Schuyler Avenue, Montour Falls, N. Y.

Branches in Principal Cities.

Largest Manufacturer of Electric Hoists in America. ~ ~ Member of Electric Hoist Manufacturers Association

When writing to SHEPARD ELECTRIC CRANE & HOIST CO. please mention Nation's Business

under the jurisdiction of the stores department is employed by the railroads.

This plan also insures the return to stores stock of materials drawn for use and not applied. The comparison of costs of delivering material by the stores department as against the old method of having mechanics or helpers calling for the material at the storehouse indicates a saving of approximately sixty per cent in favor of the former. Thousands of dollars are saved annually by the railroad employing the reclamation methods advocated by the Division.

Efficient methods for delivering material on the line of road are important. The supply train has been found most efficient on many railroads and the supply car is also employed. It is of paramount importance that the stores department have absolute control of material and supplies until actually used. The supply train serves the purpose of giving opportunity to supervise the material shipped to outlying points and also affords an excellent opportunity for checking materials and tools on hand.

By practical application of such recommendations of the Division much benefit has resulted, thereby producing greater efficiency and economy and giving promise of more to come.

No Government Prop

IT IS an obvious fact that an enterprising individualism is at the root of all successful business establishments. Nor is evidence lacking that the vitality of that observation is continually refreshed from current object lessons—as in the published policy of Selfridge's in London. To quote from a statement in the *Times Weekly Edition*:

We in this House have never asked the Government for anything. We have a natural inclination towards "reliance on private energy and character" rather than upon "public law and appropriations."

We desire, so to put it, to stand upon our own feet before the public. If we do not give satisfaction to a customer we have no desire to evade our responsibility by blaming our failure on some action or inaction of the Government.

When we do give satisfaction we like to know that it has been wrought by our own effort and skill, that we have not leaned upon the Government. . . . We like our customers to trust us to give them satisfaction, to regard us as having full responsibility, not a responsibility vaguely shared with the Government. We like to feel that it is our reputation which is at stake in any transaction, and not the Government's.

Those paragraphs are luminous with the pure spirit of industrial and commercial democracy. Their flavor of forthright resourcefulness is as pungent and positive as any of our own vigorous pronouncements in behalf of independent initiative. American business, we believe, will relish the sturdy expression of self-reliance in a British declaration.—R. C. W.



The noise of accounting machines on the mezzanine floor of the First National Bank of Chicago is kept from the main banking room by Johns-Manville Office Quieting Treatment, eliminating the use of unsightly partitions.

“Reduced noise by two-thirds”

*Johns-Manville Office Quieting Treatment Scores Another
Success in the First National Bank of Chicago*

As with nearly every bank, the problem of excessive noise was an acute one at the First National Bank of Chicago. How satisfactorily the difficulty was overcome by Johns-Manville is described by Edward E. Brown, Vice-President of this Bank. Mr. Brown writes:

“I want you to know how entirely satisfactory your installation of office quieting material in this bank has been. It has, apparently, reduced by two-thirds, the amount of noise arising from adding and other business machines in the rooms in which it was installed, and has given results considerably better than we expected or than it was claimed it would produce.

“It was also installed in a way that marred neither

the architectural effect nor the appearance of the rooms in which it was placed.”

This great Chicago bank is but one of scores which have made use of Johns-Manville office quieting treatment to subdue noises originating both within and without their banking rooms and accounting departments.

Johns-Manville maintains a staff of experts who are ready at all times to confer with bank officials on noise control. As pioneer developers of office quieting we have an experience which is unapproached elsewhere. Write to Johns-Manville Corporation, 292 Madison Avenue, New York City, for our new booklet, “Johns-Manville Sound Absorbing Treatment in Banks and Offices.”



MASTER of ASBESTOS
Johns-Manville
OFFICE QUIETING TREATMENT

DOES NOT INTERFERE WITH DECORATIVE OR ARCHITECTURAL SCHEMES

When writing to JOHNS-MANVILLE CORPORATION please mention Nation's Business

The Watchman's Clock



The Human Element In Property Protection

The effectiveness of a watchman's services is entirely dependent upon one thing—**THAT HE STAY AWAKE!**

The human element in property protection is always present and is necessary. Modern methods will assure the protection that you pay for, yet may not have.

The Detex Watchclock System of protection has made it possible for business to keep an accurate check on watchmen every minute of the time they are on duty.

Thousands of businesses, all over the world, have adopted this *assured protection*. Detex Systems have not only reduced fire hazards by increasing the efficiency of watchmen, but lower insurance rates have invariably followed—usually paying for the system in one year.

Detex Watchclocks are approved by Underwriters Laboratories, Inc. and Factory Mutuals Laboratory.

There is a Detex System for every size of business and any number of watchmen.

Let us recommend a system that will insure you positive protection at a very nominal cost. Write for details.

DETEX

WATCHCLOCK CORPORATION

4153 Ravenswood Avenue, Chicago, Illinois
29 Beach Street Boston 80 Varick Street New York

a continuation of the

NEWMAN CLOCK COMPANY
ECO CLOCK COMPANY

manufacturing

NEWMAN-ECO

and by purchase of the Hardinge Patents

ALERT-PATROL
Watchman's Clocks

Representatives in all Large Cities

On the Business Bookshelf

THE dedication of "Naboth's Vineyard" reads, "To the indomitable love of liberty of the Dominican People this book is dedicated."

Mr. Welles presents along with strictly Dominican History, an analysis of the policy of the United States in the Caribbean through the period covered. The work was conceived during the author's period of service as American Commissioner in the Dominican Republic from 1922 to 1925.

This history has one outstanding characteristic—though it is detailed and lengthy it is readable. Mr. Welles has throughout, a very sympathetic attitude toward the Dominican people.

We should make allowances for their turbulent past governments; the island was under Haitian tyranny too long to recover in any short period. The people were used to "strong arm" governments until they are skeptical of one that rules justly and grants individual liberties.

But the situation is improving. The people are beginning to take constitutional guaranties and constitutional government for what they really are. The inevitable result is better government.

IN the export trade field there has been a wealth of literature regarding export selling and administration. In the import field, however, there has been need of the type of book which Dr. Roorbach* has written, making available the details of handling the purchases of our varied imports—from raw materials to manufactured specialties. The book has much of value not only for students of importing but for business men engaged in importing or interested in international trade generally.

Following an analytical discussion of the trends of import trade over a number of years, Dr. Roorbach proceeds quickly to a discussion of the organization and functions of import houses and the practices involved in direct importing.

The last half of the book is devoted to setting forth a number of import transactions, arranged as problems, the details of which are very illuminating in showing how specific import purchases and shipments are handled.

STANDARDS* increase with the increase of intercourse between people. Aside from speech which is the standardization of sounds to represent things and ideas, few standards were required in

primitive life. Standardization of weights, measures, and money were required when trade was started.

A rough idea of the extent of standardization in modern industry may be gained by considering the many internal combustion motors in use of any particular make, the parts of any one of which could be fitted into any other of the motors.

Standardization in the electrical industry has always been a necessity as any one knows who has ever tried to put a 30-volt lamp on a 110-volt current or to put a 20-ampere load on a 10-ampere circuit.

Mr. Harriman is an engineer by training and vocation. His work shows the orderly arrangement one would expect from an engineer treating such a subject.

Standardization of industrial products will be most interesting to business readers. The reduction of costs to both producer and consumer through industrial standardization is important and obvious. The decrease in variety saves the cost of excessive changes in manufacturing set-ups, and replacement of parts is simplified immensely. Standardization decreases the stocks of different varieties and thereby the capital investments of distributors—a saving which may be passed on to the consumer.

The possible disadvantages in over-standardization are that existing practices may be stabilized, future development retarded, and high quality and adaptation to local markets may be thwarted.

Standardization in the future must be carried much further than it has been in the past, for machine production will continue increasing and with it standardization of its products to the nth degree will be desirable.

RECENT BOOKS RECEIVED

Insurance, by S. B. Ackerman. The Ronald Press Company, New York, 1928. \$5.00.

Wages in the United States, 1914-1927. National Industrial Conference Board, Inc., New York, 1928. \$2.50.

Problem Economics, by Dexter Merriam Keezer, Addison Thayer Cutler, and Frank Richardson Garfield. Harper & Brothers, Publishers, New York. \$4.

Why News is News, by Charles R. Corbin. The Ronald Press Company, New York, 1928. \$2.75.

The Work of the International Labor Organization. National Industrial Conference Board, Inc., New York, 1928. \$2.50.

Economics of Fashion, by Paul H. Nyström. The Ronald Press Company, New York, 1928. \$6.

Wage Arbitration—Selected Cases? 1920-1924, by George Soule. The Macmillan Company, New York, 1928. \$2.

The War Debts—An American View, by Philip Dexter and John Hunter Sedgwick. The Macmillan Company, New York, 1928. \$1.50.

***Naboth's Vineyard—The Dominican Republic, 1844-1924**, by Sumner Welles. Two volumes. Payson & Clark Ltd., New York, 1928. \$7.50.

***Import Purchasing: Principles and Problems**, by George B. Roorbach. George F. Baker Foundation, Harvard University.

***Standards and Standardization**, by Norman F. Harriman. McGraw-Hill Book Company, New York, 1928.



We build the machines you need but can't buy

WHENEVER human hands handle your product the percentage of waste, both of time and material, is excessive. Probably you know this from bitter experience but you can't eliminate this costly human factor because no machine has ever been built to fill the place it takes in your production.

Because you are using all the standard machinery common to your industry, your production is not necessarily as perfect as it might be. Probably there are still certain operations in your plant which are being performed by hand or by semi-automatic machinery, with the resultant excessive waste of time and material.

In the last six months a number of the country's leading industrial plants have improved their production with the help of Special

Production Machines, Inc. For some of them we have designed and built special machines to perform work formerly done by expensive, slow hand labor. For others we have speeded up and improved their present machinery, or helped them with their own production research. In a number of cases we have pointed out and remedied production weaknesses they didn't realize existed. We are able to examine your production with a fresh, open mind, unhandicapped by the familiarity which makes it so easy to overlook obvious weaknesses.

A booklet describing the services of Special Production Machines, how it operates and how it is serving manufacturers, will be sent on request. Special Production Machines, Inc., Norfolk Downs, Mass.

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Your City and Recreation

By WILLIAM BUTTERWORTH

President, Chamber of Commerce of the United States

A FEW years ago a chamber of commerce secretary, taking a new position in a western mining town, was disturbed to find constant labor turnover which was costing the mining company a sizable amount of good hard money. He set out to find the reason. He interviewed man after man who had either given notice that he intended to leave or about whom an intention of so doing was rumored. He quickly discovered that it was not the pay and not the hours with which the employees were dissatisfied.

"Well, what is the matter? Why are you going away?" he asked.

Then from each one he received variations of an answer given by one of the more expressive of the men who vigorously declared:

"I'll tell you why, simply because this is a hell of a town to live in."

Pressed for details, the man demanded: "Why, what is there to do after the day's work is over? Nothing but to go to that cheap movie and we get sick of that. There are no ball grounds, no tennis courts, nothing."

Provided Sport Fields

SO THAT was it! It was an eye opener to the secretary. He got busy. He saw the mine bosses, explained the situation, and prepared a plan which they wisely approved. To make a long story short, a baseball field with a running track around it was laid out, a tennis court was provided, a band and dramatic group were organized. Entertainments and social affairs were arranged for. The natural human desires of the men and their families were thus met.

The secretary stopped that procession out of town which practically told others to steer clear of the place. He sold the town to its own people. Incidentally, he saved the company much money. He did a wisely human, wisely industrial, wisely economic thing. The town could then tell the world it was no longer a "hell of a place to live in."

Industry is generally alive today to the bearing recreational opportunities have on the location of their factories. One of the field secretaries of the Playground and Recreation Association, discussing this matter with a chamber of commerce secretary in a large Pennsylvania town last May, was told that during the past two years or more five out of every six industries with which he had corresponded had included among the questions asked, "What park and public recreation facilities have you?"

Recently the head of a large manufac-

turing concern in Chicago was considering moving his plant to a certain Indiana city. One of his leading questions to the chamber of commerce was, "Outside of your beach and park, what recreation facilities are there for my 900 employees, of whom 250 play golf?"

I would like to write a true tale of two cities—about two American towns both bidding for prosperity in terms of new industries and greater population. The cities are in neighboring states. The citizens of one had every reason to believe that a big eastern manufacturer who had been considering several midwestern towns as sites for a new plant was about to select their community.

But one day out of the blue came a bolt of disappointment. The city had been eliminated. Local business men got together and picked out the president of one of the largest public utilities in the county to find out why.

The answer was quite to the point—a careful investigation by the company's representative had disclosed the fact that the town offered less to its citizenship, young and old, in the way of public recreation than any of the other towns under consideration.

The manufacturer's representative had reported that there were no public parks, no municipal bathing facilities, no organized summer and winter recreational activities for the people. It was felt that such a condition would make for discontent and carry too great an element of risk in procuring and holding of labor. This jolt to the pride and pocketbook of the community aroused local leaders to an appreciation of the value of community recreation, and a movement was at once put on foot to secure a bond issue of \$100,000 for municipal recreation facilities at the next election.

Good Place to Live

FOUR years ago the great McCall Publishing Company moved its plant from New York to Dayton, Ohio. At a reception given the principal officers of the company by the townspeople, the president of McCall's was asked this question: "Now just why did you select this city?"

"In answering the question as to why we selected Dayton," replied Mr. H. B. Warner, the president, "I can only say that it was the livableness of your city that decided the issue. We found others with plenty of labor, others with adequate shipping facilities, others in which manufacturing conditions were equal to those of Dayton, but nowhere did we find a place where the qualities of living were as highly developed as they were here.

Keep Dayton a good place to live in and your future is assured."

"It is my opinion that the next decade will see a decentralization of industry. There has been a great grouping together of industries in certain centers and a recreation is coming. Dollars alone are not enough now. Employees deserve and want a more fruitful and cheerful life."

You who are familiar with Dayton know that a part of its "fruitful and cheerful life" is an excellent municipal recreation program. It has two municipal golf courses, fifty-two tennis courts, twenty-seven baseball fields, fourteen athletic fields, nineteen playgrounds, thirteen indoor recreation centers, a bathing beach and a swimming pool.

Recreation Increases Value

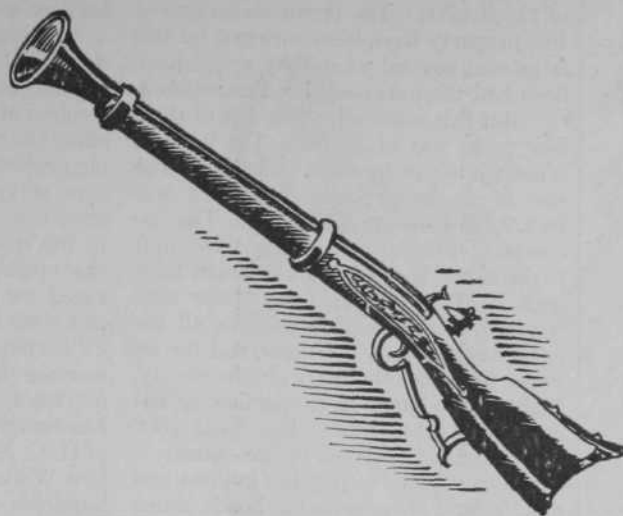
NOT only does recreation bring economic benefit to industry but it increases land values. It has long been recognized that parks enhance the desirability of nearby land, thus yielding more taxes to the municipality and boosting the sales value of the property to the owner. This is true because people are willing to pay for sunlight, beauty of surroundings, the opportunity to enjoy wholesome exercise, a sense of space, and contact with things of nature.

In the Park Manual recently published by the Playground and Recreation Association and edited by L. H. Weir, several instances of the increase of property values near park lands are cited:

"In 1916 the Board of Park Commissioners in Essex County, N. J., engaged the services of an expert to make a report as to the actual value in dollars and cents of the County Park System. The report was made on four of the Newark parks. The following extract is taken from a summary published in the *Newark Sunday Call*:

"The property immediately adjoining the four parks named was assessed in 1905 for \$4,143,850 and in 1916 for \$29,266,000, an increase of \$25,122,150 or 606.3 per cent. At the same time property in the same taxing district and perhaps not wholly outside of what may be called the *park influence*, was assessed in 1905 at \$36,606,907 and in 1916 at \$111,531,725, a gain of \$74,924,818 or 204.6 per cent. In plainer words, while the property adjoining the parks has increased more than six times in value, property in the remainder of the same taxing districts has about doubled in value.

"If the increase in valuations adjoining these parks has been the same as in other property in the same taxing districts, and no more, it should have been \$8,453,454,



Let's throw away the blunderbuss

An editorial by

W. C. Dunlap, Vice President in Charge of Sales,
The American Multigraph Sales Company.

At short range, and with its targets huddled in masses, the blunderbuss was an effective weapon. But conditions changed. Ranges increased. Targets had to be selected and aimed shots had to be delivered. The blunderbuss went out, and the rifle—a selective weapon—succeeded it.

A similar change is taking place right now in selling. Scattered effort is wasteful and extravagant. Dwindling profits that accompany increasing volume prove it. A new sales weapon is the need of today—a weapon that is selective and carefully aimed.

Selective selling is the answer. The market for any product is not singular—it is plural. What you have is not a market but a group of markets. The problem is to find which of those markets will absorb your merchandise with least expenditure of sales effort on your part. Then concentrate most of your effort on those markets.

This new principle of selling is

already being applied. It has shown that it will do what modern business executives recognize must be done if prosperity is to continue. It reduces selling expense, increases net profit, raises the standard of business relations, and improves the morale of the sales force.

Our own organization has made a study of the new selling technique and experimented on a large scale. Part of our effort has been devoted to the development and application of new Multigraph equipment especially adapted to the new conditions. A great deal of it has been devoted to general applications of the principle of selective selling.

Any business executive who is faced with the problem of shrinking margins will find it of interest, I believe, to consider certain phases of our own experience as well as that of some of our customers. I shall be

glad to discuss these in detail with you at your request. Send your letter to W. C. Dunlap, 1806 E. 40th Street, Cleveland, Ohio.

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leaving an increase as a result of the parks of \$16,668,700. The fortunate owners of this property have been enriched by this large sum beyond what they would have been had the parks not been established.

"But this is not all. The cost of these four parks was \$4,241,540. The increase is enough to pay for them four times. The cost of all the parks in the county was \$6,929,625.47—say \$7,000,000. The increase of property adjoining these four parks alone, beyond what it would have been if the parks had not been constructed, is sufficient to pay for all the parks in the county 2.4 times, and the increase from the other parks in the county, while not so great in proportion, is undoubtedly much more than their cost. The increased revenue to the county is already sufficient to pay the interest and sinking fund charges on the bonds issued for park construction, and almost the entire cost of the annual maintenance."

Park Yields Good Profits

THE city of Montreal is reported by the City Parks Association of Philadelphia to have acquired 164,504 square feet of land, that is about 3 4/5 acres, at a cost of \$82,252. In the center it laid out a small park and bounded it by streets. The area taken up by the park and the surrounding streets was 82,466 square feet, or 1 9/10 acres. The city then sold the balance of 82,038 square feet for \$99,032, reaping a net profit of \$16,780.

Recently the directors of the Regional Plan of New York and Its Environs published the results of their study of the effect of park systems and playgrounds on the values of adjacent property:

"While it is usually admitted that parks increase values," they say, "there is a prevalent idea that playgrounds decrease values. An investigation made by the staff of the Regional Plan of New York and Its Environs with regard to the values of land adjacent to seven playgrounds in Manhattan and two in Brooklyn showed that playgrounds do not 'cause any retardation in the natural rise of land values, and in some instances may be responsible for a considerable increase in value.'

"It is evident that a playground's effect upon surrounding land values is dependent upon the use made of that land, the smaller rate of increase in value of real estate around certain playgrounds being plainly in part due to the fact that these were located in business and industrial neighborhoods.

Playground Increases Value

AN outstanding example of the effect of a playground in a wholly residential district is found in the Brownsville section of Brooklyn. Here values in fifteen years have risen 175 per cent on land directly bordering the Betsey Head playground, while values on streets one to three blocks away have increased only 118 per cent. There is little business on these blocks. The whole neighborhood is of a residential character. This playground is also of sufficient size to have more effect on the land values than some of the other

playgrounds studied, which are less than an acre in size.

"Although the figures did not prove it, it is highly probable that a small playground, located in a mixed business and residential neighborhood, has very little effect one way or another on the surrounding properties. On the other hand, a ten-acre playground, such as Betsey Head, gives light and air and a park-like quality to the space which is more beneficial to the neighborhood. This playground is zoned for residence on two sides and on two sides for business.

"Perhaps there is no better proof of the increase in land values than the new movement among real estate subdividers. Encouraged by the pioneering experience of H. C. Nichols, of Kansas City, and the late William E. Harmon, of New York, hundreds of real estate men are now setting aside parks, playgrounds, golf courses and other recreational areas for the permanent use of the purchaser of lots.

"They have found that they can divide the cost of the space set aside and add it to the asking price of the lots. The added value of the lots returns their money to them and, at the same time, provides a fine sales argument for their property. From many testimonials of leading realtors to the soundness of this policy, I have time to cite but two.

City Planning up to Date

A STATEMENT of the Mason McDuffie Company, of San Francisco, is as follows:

"It may be of interest to you to know that in laying out St. Francis Wood, a residential subdivision developed by us in San Francisco, we reserved between eight and ten per cent of its area of one hundred twenty-five acres for community parks and playgrounds. We are confident that the value of the land devoted to these purposes was fully recovered through the creation of higher values in the home sites of St. Francis Wood."

H. W. Bannan, a large developer at Memphis, wrote:

"I purchased a tract of 256 acres eight miles from the business center of Memphis in direct line of the best class of improvements. I presented approximately 114 acres to the Memphis Park Commission without conditions except that the land was to be used for recreational or other athletic purposes.

"From a real estate standpoint, the proposition before me was: Could I donate over 40 per cent of the original tract to the city and then subdivide and market the remaining portion at prices to yield a net profit on the enterprise? I found that this could be done and that it was good business to have given the city the park area as the resulting enhancement in value of the remaining portion has been sufficient adequately to compensate me.

"May I suggest, if it has not already occurred to you, that playground and recreational grounds could be obtained without cost by any city, where the land owner and the public officials put their heads

WESTINGHOUSE SERVES EVERYWHERE



At 2:00 A.M.
a thousand babies need their bottles
- - your light company is still up and dressed

Two o'clock in the morning is a scheduled hour for the modern baby's bottle. At that time a thousand mothers, reaching for familiar switches, find the electric company still up and dressed, ready to give them as much light as they need.

Giving you light at two in the morning is only one instance of your electric company's continuous and unfailing service. To provide that service, a considerable investment has been made in equipment that is used only a short time each day. Men are working from dusk till dawn—to meet any emergency that might interrupt the delivery of current

when and where it's needed.

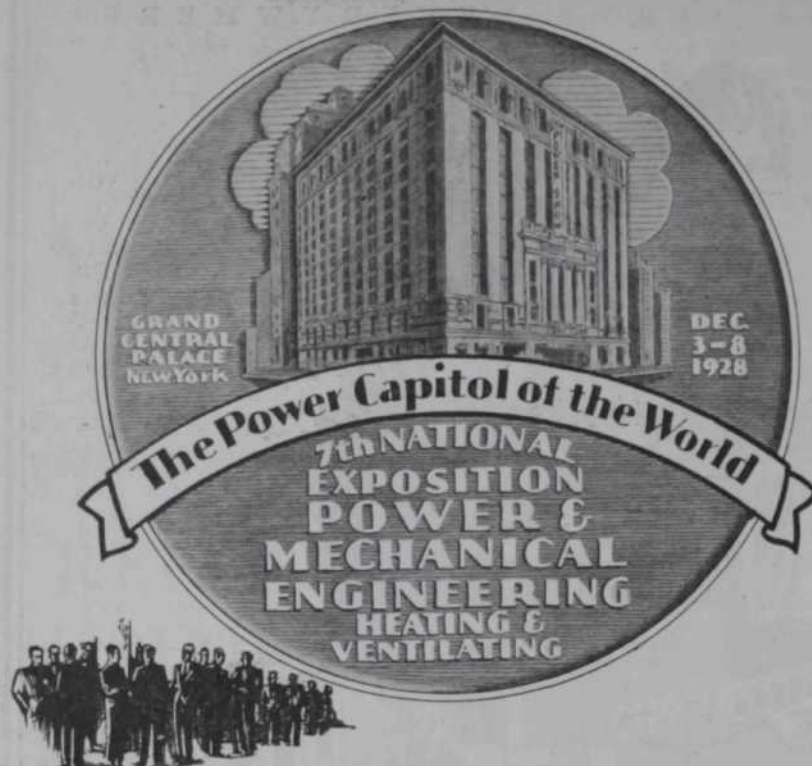
Since 1913, in spite of improved and extended service, the cost of electricity has dropped an average of nearly 15 per cent. The fact is significant of your electric company's aim to give you every advantage of improved methods and equipment.

Since Westinghouse first gave the world the alternating current that made possible our present use of electricity, this company has worked in co-operation with your electric light and power company to develop equipment that makes possible the most efficient generation, transmission, distribution and use of electric power throughout your city.

WESTINGHOUSE ELECTRIC & MANUFACTURING COMPANY
 OFFICES IN ALL PRINCIPAL CITIES / REPRESENTATIVES EVERYWHERE

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*—held annually in New York
provides the opportunity to see..*

**.. the greatest number
of exhibits.**

**.. the greatest attendance
of the best men in engineering
and industry.**

**.. the most interesting and
useful exhibits ever shown
anywhere of equipment for
the generation, transmission,
measurement, control and
use of power; fuels; heating,
ventilating and air conditioning;
refrigerating; material
handling; safety equipment;
metals; and the thousand and
one articles used in engineering,
industrial and machine
shop practice including tools
and machine tools.**

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Grand Central Palace,
New York, December 3 to 8**

**Management International Exposition Company, largest industrial
exposition organization in the world**

together to work out an acceptable plan of improvement and basis of cooperation?"

This thesis may be carried still further. If it is true that the organized recreation program helps to reduce juvenile delinquency and if adult criminals generally begin their careers as juvenile delinquents—and both these propositions are true—it is obvious that a great saving is made to the community every time a delinquent is reclaimed to wholesome behavior, and every time that the installation of a playground wipes out a bad street corner gang or a rendezvous of mischief.

Various estimates on the average cost of maintaining a boy or girl in a reform school place the figure at from \$400 to \$600 per year. It does not require an adding machine to demonstrate how big a bill a crowded reformatory presents annually to the state or county.

Numerous communities have benefited financially on Hallowe'en and Fourth of July by having live, well organized recreation departments. Community celebrations organized by these departments on such days have safeguarded the lives and property of the citizens. Ways have been found of giving youngsters thrills that do not involve hoodlumism and mischief.

Helps Check Disease

ONE might go still further on this theme and, drawing upon the testimony of the medical profession, point out the great economic saving to the individual and community in the prevention of disease and the preservation of bodily vigor and stamina that results from systematic and wholesome recreation. Think of the working time lost by people who, for want of stimulating outdoor play, have lost steadiness of nerves and muscular tone. And that loss has been a loss to industry as well.

When these various economic advantages of recreation to the municipality, the taxpayer and the property owner, industry, and all of us as individuals are fully recognized, our citizens will no longer delay in bringing their program to the highest standards of efficiency.

And the hundreds of communities which have not yet established organized recreation on a permanent basis will do so for, as Harland Bartholomew, city planner, has said:

"Parks and playgrounds are fully as essential to the upbuilding of a city as paved streets, lights, transportation lines and public water supplies. Every progressive community today recognizes this fact and arranges its budget so that these serviceable features may be regularly enlarged and improved as the population of the city increases.

A community center crowded with young people enjoying wholesome recreation and social contacts under municipal auspices is a guarantee of better citizenship and something to be proud of. A commodious playground, teeming with youngsters every day of the year, is evidence of a city's greatness quite as impressive as smoking factory chimneys."

Clerking in the Good Old Days

THE store was open at sunrise and closed at no given time, or anywhere from eight to midnight. The clerks lived with the owner of the business and if he got a salary the first year of his apprenticeship, it was at the rate of \$10 a month and found, the latter consisting of his meals and a "red hot" every Saturday night. If you don't know what a "red hot" is, it consisted of a red hot meal served by the storekeeper's wife at midnight. The clerk swept the floor, scrubbed the front and tidied up. He also slept, as a rule, in the attic or behind the counter on a buffalo robe and he washed in a pail of water. Soap and candles cost money and these were not supplied but deducted from his salary.

The clerk's first duty at day break was to draw the water, light the stove, trim the lamps and sharpen the quill pens, after which he got his breakfast.

The apprentice clerk was first schooled in "dickering," for little money was taken in, the customers bringing eggs, sides of bacon, and, at times, a chicken, all of which were accepted as legal tender, and sold, the cash going to the till or "shot bag," which served for a cash register.

Used Primitive Advertising

IN his spare time the clerk was sent out to "stick bills," which was the sole and only form of advertising or maybe he was told to "tote" the filled basket to the home of some fashionable customer.

Every clerk had certain rules to follow as attested by the following extract from the Clerk's Rule Book, published in the early fifties:

Rule I—"Bar-rooms, confectionery shops, livery stables and similar places should be but seldom visited, more especially on the Sabbath Day, unless one has unavoidable business there. The reasons will suggest themselves to an ingenious mind, to say nothing of economy."

Rule II—"The clerk who is in the habit of spending his time and leisure hours in the evening or Sabbath Day in the tavern, or bar-rooms, and also in the habit of smoking Spanish cigars, and being shaved at the barbers is on the broad way to ruin. Such practices in a clerk will assuredly destroy all confidence of his employer and give him reason to be very suspicious of his integrity and honesty."

Rule III—"A clerk's leisure hours outside of the store should be spent reading first and occasionally the life of Washington, Franklin, Chesterfield, Men and Manners, Histories of the United States, England, Greece and Rome, also newspapers and periodicals of the day."

And last but not least every clerk was supposed to take his turn with other members of the family chopping wood and turning the spinning wheel or working the churn or it may be milking the cows. Verily, times have changed.

To Men who give Christmas Presents to Men

Does your list include any or all of the following:—

Relatives • Friends • Business Associates • Clients • Customers Employees?



Extra blades 75¢ per clip of 20

A smooth shave, quick
with a
Schick Repeating Razor

THE Schick is a gift that means something. Last year—in 1927—many executives discovered that the new Schick Razor made a wonderful Christmas gift. It is even more desirable this year because more men know of it, more men have heard of the wonderful razor with 20 super-keen blades in the handle. They know it as a real gift, something to be appreciated, a superlative service for many years to come.

If you give the silver-plated Schick it is a \$5 gift. If gold-plated, a \$7.50 gift. A clip of 20 blades comes with each razor. Extra clips 75c each. In Canada prices are slightly higher. Any good store can supply you.

Magazine Repeating
Razor Co., 285 Madison
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Are you equipped to overcome fire no matter where it starts?

The important factor in fire protection is to have dependable equipment of the right type at the right place, all the time.

In every office, factory or shop there are many types of hazards. You may be overlooking some dangerous hazards now. For the sake of your business and your own peace of mind call in our Engineers for a complete inspection. They will recommend the types of *Pyrene* Fire Equipment exactly suited to your needs.

The *Pyrene* line is most complete, from simple hand extinguishers to automatic foam accumulators. It contains the very latest developments in fire fighting units. Absolute dependability has led to the selection of *Pyrene* Fire Equipment by leading business men.

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What Other Editors Think

The San Francisco papers during the fire of 1908 published a joint edition



WHILE no one has arisen to predict disaster, economists, financial editors and business men alike are concerned over a spread of general inflation. There is no great degree of similarity of opinion as to whether or not we are now entering a period of inflation, whether we are just emerging from such a time, or whether prices are actually sound.

High interest rates and inflation are usually due to speculation and the resulting demand for credit. While business is not inclined to worry overmuch at a temporary stock-market flurry which swells stock prices, nevertheless many are worried now over the future of commodity prices, which might climb if the inflation were world wide.

Reasoning from similar premises, Theodore H. Price, writing in *Commerce and Finance*, goes on to say:

The world is becoming used to paper money, and gold does not circulate in either Europe or the United States as it did before the war. Therefore, it drifts naturally into the banks, where \$1,000,000,000 of gold provides a reserve for at least \$10,000,000,000 of credit.

Consciously or subconsciously, this has been recognized by the speculators who have profited so handsomely by the advance in the stock market.

But stocks cannot go up forever. Sooner or later they will reach a point at which even the most temerarious will want to sell, and, when that time comes, if not before, it is quite possible that the inflationary character of the present movement may be made clear by an advance of the first magnitude in the staples of agriculture and commerce.

The *New York World* sees no chance of a serious swell, on the other hand. It says, editorially:

Actual inflation is not yet here, and if it comes, it is not likely, for two reasons, to tarry long. In the first place, the trend of prices in the rest of the world is still definitely downward, and prices in this country must in the long run move with them. Second, with our present excess of producing capacity the stimulus of inflation would soon lead to surpluses and a reaction in prices. The makings of inflation may be at hand, but the correctives are there also.

J. Theus Munds, broker, is quoted by

Commerce and Finance on one aspect of the present credit situation, as follows:

Rates are high, yes, but I consider this of a transitory nature. It is the result of excessive lending of credit abroad rather than of actual newly created wealth. This, joined with our desire to put all the world back on a gold basis, has led to a sudden and heavy draft on our gold reserves. But with money rates high here and low in Europe, the natural tendency of money to gravitate to countries of high interest rate is bound sooner or later to cure it—and I think it will be sooner than most men believe.

The situation could scarcely have arisen had not some of our leading bankers and financiers become too confident of our economic strength and financial resources. Were they not saying a few months ago that we could spare a billion dollars in gold without affecting our credit situation? And see where the sparing of half that amount suddenly has landed us.

The *Iron Age* feels that few really understand the present happenings. That journal states that the employment and efficiency of labor are the determining factors in national income and hence of prosperity, but that the credit situation is affecting the degree of prosperity at the moment. It says:

At the present time we are experiencing a contraction of credit for reasons different from either of these, and indeed for reasons that we do not understand perfectly. Among the reasons, however, is clearly the surrender of a great quantity of gold to Europe.

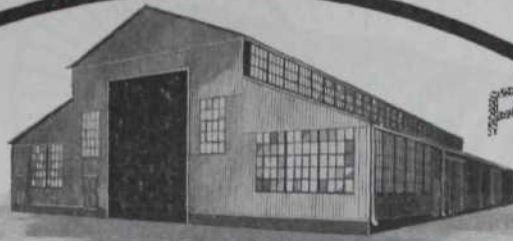
The thing that causes us concern is whether this new stringency in credit is going to be short or long, for the harm it will do to commercial business is likely to be more than the good it can do in checking stock-market speculation.

This seems to be the only cloud that is now gathering on our economic horizon. Unfortunately, none of our economic forecasters has been able to give us a convincing explanation of what it means.

Canada Needs New Citizens; Banker Asks 5,000,000 More

THE immigration question was thoroughly aired and heartily cheered during the political campaign. As the cheering dies away comes word of what our

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ILLUSTRATED
CATALOG
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NEVER OBSOLETE



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ROOFS INSURED FOR 10 YEARS



No need to defer your building plans 'til spring. Weather conditions play small part in the erection of Blaw-Knox Standard Steel Buildings. If you need the building *now*, Blaw-Knox can supply and erect it in a jiffy, despite the weather.

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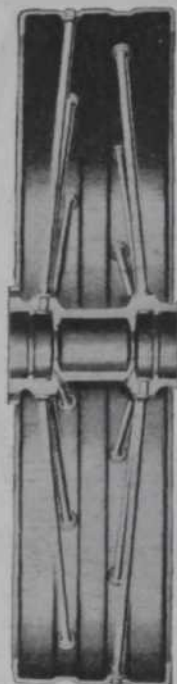
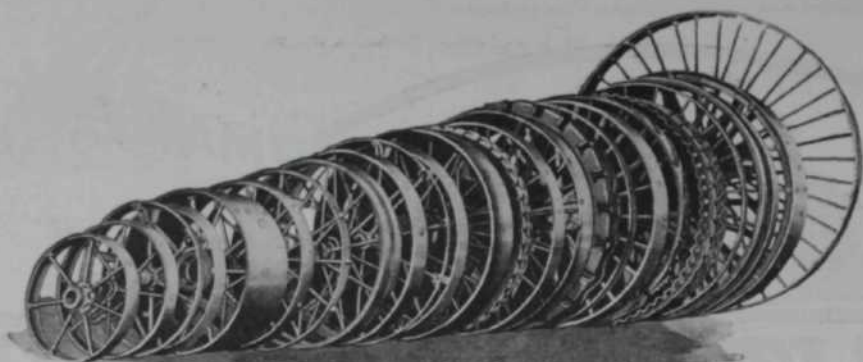
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larger neighbor to the North thinks of the same question.

"If the opinion of the Canadian people as a whole were sought it is certain that there would be an overwhelming majority in favor of securing at least 5,000,000 new Canadian citizens as quickly as possible," says Sir John Aird, president, Canadian Bank of Commerce, as quoted in the *Commercial and Financial Chronicle*.

In detail, his plea for more citizens is as follows:

Perhaps the first to be considered would be the form of organization entrusted with the task of securing new settlers and of placing them satisfactorily. This should be in the nature of a business corporation, headed by a man of exceptional ability, especially in organization, who, while working under the authority of the Government, would not have to share his time with the Government in any political duties.

This does not mean that Canada's immigration policy has hitherto been bound up with politics, but that the working organization, even though it has so far done well under difficult conditions, should be detached from the governmental sphere and placed in charge of the most capable man available, whose sole purpose would be to meet Canada's needs of a greater population.

Needs Immigration Policy

THE failure to attract a great number of settlers to Canada has largely been due to conditions in that part of the world which is the chief source of immigrants. But it is essential that we make the most of opportunities to augment our population, whether these remain as they are at present or be enhanced by broader policies on the part of countries with surplus population.

Nothing would be gained by reciting what we might have done in the last few years; a forward-looking policy is necessary, but a glance backward brings to light the unpleasant fact that in 1924, the most recent year for which world migration statistics are available, Canada received only 16 per cent of the total number of emigrants from Europe, while Argentina received 23 per cent and the United States 22 per cent. Possibly Argentina holds her doors wider open to immigrants, and in the year mentioned the United States was the most prosperous nation in the world, but the former, while possessing great resources, cannot offer such all-round advantages as can Canada, and, as is well known, the United States has for some years limited its immigration from all countries save Mexico and Canada.

The world is gradually lifting trade and commerce to a higher plane and now frankly discusses in international conferences many of its problems, but continues to deal with the most serious of all—density of population in Europe—in a haphazard manner.

Most of the economic troubles that exist today, even those that might bring on war, would disappear if there were a more equitable distribution of population so that idle people would become productive in countries where undeveloped natural wealth is so abundant that many times the number of workers could be employed.

No one can deny that the welfare of all nations would be greatly enhanced if, for instance, twice the quantity of Ca-

nadian wheat, the best grown, could be produced, or if the output of Canadian minerals could be increased, especially of gold, for which fears are held of a shortage in the world's supply.

The time has come, if it is not long overdue, to deal with the question of population as one of international concern.

Do Advertised Brands Make For Higher Living Costs?

"THERE is something satisfying and reassuring in counting up the expected post-war dangers the American people have avoided," says *The Iron Age* in discussing post-war economy.

The last paragraph of the editorial will be of interest to those concerned with the marketing of products of a different nature than steel. In these days when a chief executive of the nation lauds advertising, and an advertising man discovers that there is divine sanction for the profession, the following expression comes as a somewhat unique conception of economy.

We have been doing a great deal of our work most efficiently and economically. We have not had a post-war period of extravagance and waste, and one cannot but recall that there seemed to be great danger of this very thing.

Of course many items can be cited on the other side. No doubt the people are paying altogether too much money year by year for various "nationally advertised" and expensively advertised products, but there would be no great derangement if the people found it necessary or desirable to cut down such expenditures.

It would not be the same as having a lot of idle railroad equipment or factories or buildings on our hands. Men may be working too short hours and too many may not be working at all, but when in employment men work harder and accomplish more than they did in the first year or two after the war.

Is Germany Paying Debt Or Transferring Creditor?

FROM the *London Times Trade and Engineering Supplement*, the following editorial is reprinted. Comment is unnecessary.

The National Foreign Trade Council of New York has published a pamphlet on the Dawes Plan in Practice and Prospect by George P. Auld, who was formerly Accountant-General of the Reparations Commission. The nature of the argument is clear from the title—"The Mythical Transfer Problem."

It appears that those who declared that Germany could only keep up her payments if she had an actual favorable trade balance were entirely wrong because they overlooked the possibility that American investors would lend Germany the money with which to meet her obligations.

Some of our readers may perhaps think that when a country borrows in order to meet its obligations it is, in fact, changing its creditor rather than paying its debts, but since it is American money that is being used, no economist outside America should wish to check the movement.

Automotive Industry Dramatically Portrays the Use of Pressed Metal Parts

THE automotive industry is an example of the successful use of pressed metal parts that manufacturers in other fields can well afford to heed.

The modern motor car is about a 90% pressed or drawn sheet metal product. It has greater strength and greater beauty—yet it is priced far below its cumbersome predecessor. For the use of pressed metal parts has made possible simplified, low-cost mass production—without sacrificing strength or beauty.

It takes more punishment than any other piece of machinery—yet "stands up"—because pressed metal has greater strength than castings, as well as reduced weight. And, due to the lack of porosity and sanded surfaces, finer finishes are obtainable.

G. P. & F. Engineers have helped the automotive industry and many others to put greater salability into their products by designing and redesigning parts for pressed steel fabrications—at large savings over castings. Your product, too, may be simplified, given greater salability, at lower costs.

G. P. & F. Engineers with over 48 years' experience, and a 15 acre plant behind them, will find a way.

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LISTENING IN ON PARLIAMENT

Our observer rescues from oblivion some flights of wit and fancy from the lawmakers across the sea

JOHAN BULL calls his Congress a Parliament, from a French word meaning literally a state of talking, and while the American Congress takes its name from a Latin word meaning a coming together, it all amounts to the same thing. If you come together with your fellow citizens, you come to talk. Regardless of the added power of the vote of such bodies in the governments of the respective countries, the fact remains that if any member states a case in good clear language he or she has done the best that can be done on that case. That this is not easy is well illustrated by the spectacle of Prime Minister Baldwin standing before the firing squad of a jocose opposition to answer for some seeming conflict in the protection ("safeguarding" in English) theories of two of his Ministers:

On Which Speech is Official

MR. A. V. ALEXANDER: "Does the speech of the Chancellor or the Exchequer or the Secretary of State for the Home Department on safeguarding industries represent the policies of the Government?"

THE PRIME MINISTER: "I must frankly confess that after such examination of these speeches as I have been able to give, not in fragments but as a whole, I am struck not so much by the diversity of testimony as by the many-sidedness of truth."

MR. CLYNES: "In view of the most interesting and light-hearted reply, may I ask the Prime Minister whether he will kindly answer the question? The question is whether either of the speeches referred to represents the policy of the Government; and will the Prime Minister call to mind the repeated declarations of members of his Government, when they were in opposition, that collective responsibility must be observed by Members of the Cabinet?"

THE PRIME MINISTER: "I have answered perfectly plainly the question directed to me, but I must say that I feel rather flattered that the hon. Gentleman should look to us for a far greater degree of political unity than his party found on either of the benches opposite."

MR. ERNEST BROWN: "Are we therefore to take it that the incidents are closed and the issue remains?"

MR. LAWSON: "Do we understand that the Prime Minister said that the Home Secretary's questions were pertinent or impertinent?"

THE PRIME MINISTER: "Pertinent."

BRIG. GEN. SIR HENRY CROFT: "May I ask my right hon. Friend whether there is not a great deal of confusion owing to the fact that the Leader of the Liberal Party invented a few years ago the word 'safeguarding'?"

LT. COMMANDER KENWORTHY: "When the Prime Minister speaks of the many-sidedness of truth, would he mind saying on which side the truth stands?"

MR. THINWELL: "Has the Prime Minister consulted the two right hon. Gentlemen opposite him in regard to the answer which he has furnished the House of Commons?"

MR. ALEXANDER: "In view of the great uncertainty about the position in some of the industries that are asking for safeguarding, may I ask whether the Government are now giving specific consideration to an extension of the safeguarding procedure?"

THE PRIME MINISTER: "I do not agree with the hon. Member that the state of doubt and uncertainty to which he alludes exists to the extent that he desires it should."

MR. THURTELL: "In view of the general harmony which has now been reestablished on the other side, may I ask the Prime Minister whether there will be any annulment of the recent sentence passed on the hon. Member for Barnstaple?"

The Press Faces up to a Cabinet Minister

SIR W. JOYNSON-HICKS was being faced at question time about how news leaked from Scotland Yard in spite of the police cordon

which was supposed to keep it within bounds.

"I'll tell the Committee something that happened recently," the Home Secretary replied. "There was an interview with me in my country home in one of the London papers about a fortnight ago—a circumstantial interview occupying about a column. It pointed out how I was walking in a country lane with Sir John Anderson, the permanent chief of the Home Office, and how I said so and so to the reporter. The sorry truth is that that man was refused admission to my house twice that day. I never saw him, nor did Sir John Anderson, and we did not walk in any country lane. . . ."

"There is such a thing as intelligent anticipation. . . . A year ago I made a very desperate attempt to find out how leakage arose, and I saw personally the heads of two great newspapers. Both of them had the calm audacity to tell me to my

face, over the luncheon table, that it was their business to buy news as and where they could get it, and if I could stop them I was entitled to do it."

On Traffic and Night Clubs

LT. COL. MOORE BRAZON: "I have voiced my opinion in this House before as to the failure of the police as traffic regulators. I always say and always will say that they are bad. Nobody ever agrees with me, although I always advance the perfectly convincing argument that the traffic in London never went better than when the police were on strike. That is a thing which actually happened, and I don't think there is any more that can be said against me, because every one knows it to be true."

"May I say one word as emphatically as I can with regard to night clubs, and I am not one of those people who pretend that they do not know anything about night clubs. I know a lot about night clubs. I go to as many as I can, and I like them very much. I do not think that there is anything more pleasant after leaving this rather drab House at 11 o'clock than to go to a good night club. There are some night clubs to which you could take your wife and family with every confidence, but there are others at which you would be quite ashamed to be present yourself. What strikes me as so curious, and what arouses suspicion in the mind of the ordinary citizen, is the way in which some of these clubs are left alone and some are closed up."

Parks for Courting

LT. COL. MOORE had some suggestions about Hyde Park. "I am told by the Press that the Home Secretary has the idea either of closing the park earlier or having increased lighting. I earnestly suggest that he adopt neither of these policies. . . ."

"Hyde Park can shortly be described as being for the use of three sections of the community: 1. For Children to play in; 2. For young people to court in; 3. For old people to rest in. Children are usually in bed at the time that the necessity for artificial lighting arrives. Old people have transferred their rest in the park to rest by the fireside by the time that hour arrives. Therefore we are left with the one section."

"I refer to the young people who go to the park, rightly and properly, to court there. Not many are fortunate enough to have homes where the seed of love can be



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The owner of a Butler Ready-Made Steel warehouse in Montana writes: "We are thoroughly satisfied with this building and believe it one of the best for the money that can be erected. We are contemplating one or two more warehouses and you may expect our orders for this same building."

Butler's twenty-seven years' experience in the manufacture of steel buildings suitable for factories, warehouses, stores, power houses, garages, filling stations, airport hangars, offices, barns and numerous other important uses is at your service wherever you are located.

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cultivated in happy surroundings. Whatever the reason may be, the fact remains that we have been provided by Nature and by the Office of Parks with an alternative in the park, where these young people can meet under charming surroundings, in a place of beauty, and where the spark of love can grow, untrammelled by the unhappy influences of sordid and material life.

"I submit that the functions of the police in the park are to prevent crime rather than to detect it. The solution is to clear every plain-clothes policeman out of the park, and to lower the lights. If a couple are doing anything wrong in the dark and they see a uniformed policeman coming, they will stop their wrongdoing.

"Therefore the purpose is achieved and you prevent a crime taking place. It is not really a criminal thing but only a technical breach of the law. I am very serious about it and it is not entirely a matter for laughter."

MR. McDONALD: "I am sorry the Home Secretary is not going to give us a chance for an illuminating inquiry on the part of the Commission into the control of the metropolitan police. The Home Secretary's first reaction today was a thoroughly typical Tory reaction."

SIR W. JOYNSON-HICKS: "I am an old-fashioned Tory."

MR. McDONALD: "The right hon. Gentleman is a thoroughly old-fashioned Tory, fundamental and characteristic."

Knocks the Post Office

SIR CHARLES OMAN: "I wish to speak, for my usual five minutes and no more, on a topic on which I was unable to expand myself the other day; that is to say, the bad postal service of Great Britain at the moment. Owing to the eloquence of the Minister in charge, which lasted nearly an hour and a half, and the subsidiary eloquence of an ex-Minister and two Privy Councillors who, after the manner of Privy Councillors, spoke for forty minutes each, it was impossible for a back bencher to make the few humble remarks which I had intended to offer. When about three and a half hours is given to a discussion by one of the great departments of State it is intolerable that these bursts of eloquence by eminent people should take up all the time."

With these preliminaries, Sir Charles proceeded to speak his mind on the Postal Department to the effect that "whilst other departments of this great Kingdom are attempting to get back to pre-war conditions, the post office is notoriously the one department which refuses to do so."

Sir Charles seemed particularly interested in the situation at Oxford, and took occasion to interrogate Sir W. Mitchell-Thomson, the Postmaster-General, on the floor of the House, demanding to know whether it was "his intention to restore to the city of Oxford the evening postal delivery of which it has been deprived in recent years, and to secure that there

shall be a less interval than 40 hours between the last delivery on Saturday afternoon and the first delivery Monday morning?"

SIR MITCHELL-THOMSON: "As I have more than once explained to my hon. Friend, there is no prospect of a return to a general delivery on Sundays throughout the country, and there seemed to be no valid reason for giving exclusive facilities to the city of Oxford in this respect."

SIR CHARLES OMAN: "Is the right hon. Gentleman aware that the city of Oxford had an evening delivery for more than fifty years, that it has been deliberately taken away for some reason, that the city of Oxford has doubled in size in that time?"

SIR W. MITCHELL-THOMSON: "I was unable to catch the whole of my hon. Friend's question, but, in regard to what I did hear, I can only repeat that, so far as I am aware, there is no general demand from Oxford as a whole for a later delivery on Saturday evening than 4 p. m."

SIR CHARLES OMAN: "May I say that the right hon. Gentleman should not speak of Oxford as a 'hole'? I think I know the city better than does the right hon. Gentleman."

The Opposition Sits and Smiles

MR. RAMSEY MACDONALD is speaking of unemployment. "Take the very latest official contribution to our knowledge of this problem. It is a most damning contribution cast against a Government and its handling of the unemployment problem."

THE PRIME MINISTER: "I make no complaint that a vote of censure has been moved today, because so long as there be unemployment the opposition of the day will use it as their principal subject for moving votes of censure on the Government for the time being, and I know from the happy smile on the face of the right hon. Member for Preston (Mr. T. Shaw) that he is thankful that, this afternoon at least, he is safe there and not in my place. I would say to the leader of the opposition that I regret he did not have, in his own words, the 'damnable' volume at an earlier date."

MR. MACDONALD: "Damning volume."

THE PRIME MINISTER: "Damning volume, then. I had hoped that this debate would have been put off for a few days, but I realize that the right hon. Gentleman is leaving the country in a few days, and we of course consented. I only hope he may enjoy his time in Canada as much as I did mine. It would be very tempting to make a purely polemical speech this afternoon—"

But the Prime Minister chose instead to dwell on a certain report of the Industrial Transference Board. After this, Mr. T. Shaw observed:

"At the commencement of his speech the Prime Minister called attention to the fact that I was smiling. I can assure the right hon. Gentleman that I was not smiling at the end of his speech. It was so empty of what we expected that I have a feeling of perfect dejection."

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Where else on the Atlantic Seaboard can you find a fresh water port? The water in the James River Basin is fresh and chemically pure—yet ocean going vessels can dock here. A 36-hour freight schedule is maintained between this basin and New York. This insures express speed shipments at the low rates of water-borne commerce.

"We sold more goods but made less profit!" How often have you heard that remark of late. In these days of intense competition, fortunate is he who can make goods for less and distribute at lower cost.

There are many—a great many—money-making advantages to be gained by manufacturing and distributing from the James River Basin. Various groups of engineers, after searching investigations and comparisons, have advised clients to locate here.

There are very definite economies for plants engaged in continuous process, repetitive and job manufacture.

Are you interested in a greater year-round output from piece workers? Then you will be interested in the experience of one great company which found the output in Richmond plants was practically uniform throughout the year and greater than in cities north or south. For here is the industrial climate that scientists agree is ideal—a year-round average of 58.3°. No appreciable slowing down in either winter or summer.

Do you need cheap power, coal and water? Here a giant industry found the ideal combination of these three—a place

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Are you interested in distributing to the richest section of the South? This section is best reached from Richmond.

The James River Basin is not ideal for all industries. No location is. But it offers certain economies to many—a great many—factories now operating elsewhere at a decided disadvantage. To investigate costs nothing and your inquiry will be held strictly confidential.

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Construction work has already been started by Ferguson engineers. Half a million cubic yards of earth will be moved to prepare the site. The course of a stream will be changed for a mile of its length. Several miles of paved roadway and railroad siding will be constructed.

Three million feet of lumber will be used in the building—another million in the construction work itself. The windows will require 500,000 square feet of glass. 5600 tons of structural steel have been ordered, and erection will start shortly.

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ENGINEERS

A Talk with Labor in Russia and Italy

(Continued from page 19)

prising and the gratifying thing is that so many are willing to take a chance on a stranger. It means that, while these governments delight to call themselves, in the words of Fascimo's general secretary, "thorns in the eye of Europe"—mavericks trying to kick and buck themselves loose from their old-fashioned sister states—their two hundred million citizens, nevertheless, remain just ordinary, normal human beings, still decidedly wholesome and friendly. That means that like the rest of us they bother amazingly little about their leaders' theories but get enormously "het up" over their practical, everyday results!

This, in turn, means that you hardly need to interview in either country the members of groups outside the workers.

Take Russia, for example. It requires few personal testimonies to prove that such remnants as are still alive from the old prerevolution upper classes, the once rich or well-to-do leaders in politics, industry or business, have been so hit by results that they are all more or less of the same opinion as the old fellow who hands out your (very expensive) bar of chocolate with his:

"In those days I had my own shoe store and earned my thousands of rubles yearly. And now it's fifty rubles (\$25.00) a month. How can one live?"

So, too, with the peasant. Even the highest Communist leaders talk publicly of the sprag this rough fellow—and he is 82 per cent of all—sticks into the wheel of Soviet progress by sullenly refusing to raise abundant food for the system which buys his grain at virtually pre-war prices and then asks twice to four times pre-war rates for his boots, plows and other necessities.

Soviets' Spoiled Child

BUT as to the worker, the industrial worker: Well, at first it appeared a similar waste of time to talk with him but for the exactly opposite reason. According to all reports, at least all printed reports, he should be the Soviets' spoiled child. Certainly it looks at first glance as if he had been given everything but the kitchen stove.

For instance, from a pre-revolutionary ten- to twelve-hour shift he has come to a present eight-hour turn, with seven hours already announced for 1929. And even this excepts underground miners who now work only six, and those in certain dangerous occupations who now labor only four hours. In addition, most employees are supposed to get two or three weeks vacation with pay—in addition, if needed, frequent free rest cures in luxurious palaces confiscated from the once-rich.

All this, furthermore, is outside such matters as much free rent, membership in plant committees, and in worker clubs or palaces equipped with billiard tables, class and assembly rooms, football fields and

running tracks—not to mention unemployment insurance along with full one hundred per cent pay during absence caused by the illness of himself or any member of his family.

As if this were not enough, full wages must be paid whenever the plant closes down for the afternoon or day on account of some breakdown or other mistake of management. Still further, if a woman employe has a baby, she can take off, at full pay, a total of sixteen weeks—besides, for some months following, several fifteen-minute periods daily for nursing the child brought to her from the nearby free nursery!

The result is enough to stump anybody who fails to carry the question to the final court, the worker himself. For nothing is plainer to the eye than that, in spite of all these privileges, the worker group appears poverty stricken—poverty stricken and, judging from many things besides the great number of beggars and the over-frequent drunkenness, more than a little unhappy.

Disadvantage of Short Hours

IT was only in the Don River's industrial district that the mystery was solved.

"Yes," said a horny-handed coal miner, "we have many advantages. But what good is a vacation, if between times, you can't earn enough to eat?"

"Since April," another added later, for few confided in me within earshot of a fellow citizen, "we are back again on the black bread of wartime. We can't even get that without showing, after hours of waiting every day in cues, our bread cards—besides paying three times the pre-war cost of the good white stuff that's what you call 'bootleg' now. That's after eleven years of Communism."

"If," one steel worker explained, "I can contrive to put away this fall a quarter ton of meal and a half ton of potatoes, I and my family will not fear starvation."

Considering that his daily budget left nothing whatever for clothes, the chances would seem small.

Other causes of the general soreness soon came out in addition to the widespread joblessness of about two million workers.

"Any family can be happy," whispered a troubled house-wife across the mine-town fence, "provided they are Communists. The Communists have places on the committees and they can have their say. All votes are by a show of hands and who dares oppose them? But for the other four out of five of us workers, it's terrible."

"The government," a husky coal digger put it, "is as you know our only employer, the only giver of jobs in the entire country. It runs every mine, every factory, candy store, hotel and barber shop. And in charge of every one of these is a Red Director, a Communist. So if I get in bad with him, or any of his friends, I not only lose my job here but everywhere in the Soviet Union."

"Leave the country? Ha!" he an-

Winged Messengers



Put commerce on a production basis

HAND-TO-MOUTH buying today has made old catch-as-catch-can methods obsolete. For now, with the same old margin and increased transactions . . . profits are only possible through uninterrupted routine.

The Albany Hardware and Iron Co. saw this and put their warehouses on a production basis. They installed Lamson Pneumatic Tubes. Winged Messengers constantly fly between the office, the many stock departments, shipping room and bookkeeping department.

As an order is written up carbons are produced. These are instantly dispatched in separate

Lamson carriers to the various stock departments, the shipping clerk and bookkeeper. Simultaneously the selection and tagging of its share of the order proceeds in each stock department. Goods flow into the shipping room, delivery arrangements have been made, the bill is ready. The order has taken minutes instead of hours to fill.

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sawed. "When could I save the hundreds of rubles needed for passports and such, even if I got the government's permission? Even good Communists who leave the country to buy, say, foreign 'machinery,' must return by a certain date unless they want to cause their family's arrest—or worse."

Small wonder that there and in other districts, widely separated, big-fisted workers wrung their hands as they exclaimed:

"I tell you, if tomorrow the soldiers of any of our enemies arrived outside this town at two o'clock, we ourselves would see that all the local Communists were dead by four."

Now this does not mean that these workers are necessarily worse off than before the Revolution, nor that they would willingly go back to Tsar times. Nor—but let's take a look at Italy.

"Mr. Miller" Does the Thinking

THERE, too, it requires no sensitive ear to learn the discontent of the "intellectuals." Naturally enough, the editors, writers, professors and teachers dislike giving all the fun of thinking over to His Excellency, "Mr. Miller"—just as the lawyers, doctors and other professional men have no great taste for joining, as they must, great nation-wide unions or syndicates entirely controlled by leaders chosen not by vote but by unnamed and unknown powers—that be far up within the hazy shadows of top-most Fascismo.

So, too, with the Italian regular army and police. No one making a career in these fields could be keen to have a lot of amateur soldiers and officers come along suddenly and without training to share the responsibility of their life-long jobs.

Of the business man, on the other hand, the attitude depends mainly on whether he can or cannot testify as do a large and, it must be said, an increasing number, of his colleagues:

"Ever since Mr. Miller," he explains, "suddenly stabilized the lira at nearly one-third higher than was expected, thousands of our foreign orders were cancelled and we had to lay off many men, or keep them at a loss. But now we're constantly going better, partly because Mr. Miller forces the local municipalities to put forward various public repairs and other projects. Meanwhile one thing is certain, Mr. Miller has saved Italy and is the most wonderful man in the world."

The worker does not take quite so rosy a view.

"To help our factories stand the high lira," so one put it, "we had to accept a further wage cut after we were already too low. Our syndicates got credit for doing it voluntarily, but of course we all have to join because without our card of membership, we get no jobs from employment agencies entirely run by the Fascisti. No, we have nothing whatever to do with the choice of our leaders."

Incidentally, this is why the British, French and other labor representatives at the International Labor Conference in

Switzerland annually oppose the seating of Italy's employe delegates as being the spokesmen enormously more of the Government than of the workers.

"Why do I work so fast?" answered a steel maker unbelievably hard at it before a hot furnace. "Well, if I take it easy, even my buddy here may be a loyal Fascist spy who will report me. In that case I might starve before I got another job. For he would charge me not with laziness but with nothing less than treason."

So here, too, the tremendous amount of pro-worker legislation, the representation of employe interests by small plant committees chosen by the Fascists and the active promotion of sport and other welfare or "after-hours" activities—all these fail, as in Russia, to make the worker altogether satisfied.

What does, however, prevent anything like the bitterness those Russian workers bear toward their government is exactly the factor which does not exist in Russia—a general public conviction that, by bad methods or good, the present regime has obtained on the whole splendid results for the country.

"Three months before Mr. Miller," so runs the almost universal tribute to the Duce paid by both lips and hands, "Italy was like this—" circular motion denoting the complete confusion and disorder of the days in '21 when the Communists tried to boss the towns and factories. "Three months after him, Italy like this—" graceful wave denoting peace, order and fair prosperity.

Those two gestures tell why Italian manufacturers get low costs while Russian efficiency continues low—those two and two others.

"Yes," assented a worker, "what you see everywhere amongst us here in the plant is the Fascist salute—like this. But, after all, it's only one arm. In '21 the Communists had us so completely helpless that it was always both hands up—like this!"

What's in the Future?

"WHAT will happen when Mr. Miller dies?" asks your confidant. "Well, when a man is swinging his cane in the middle of the block, why should he run ahead to look around the corner?"

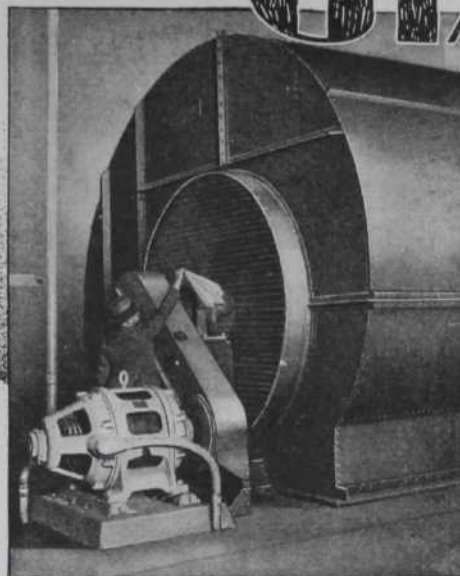
What kind of corner is ahead for both Italy and Russia—and, through them, for us?

The answer is not simple.

The reason is that for the success of these the world's two biggest and boldest governmental experiments, strong political control is not enough. To such control there must be added as never before in history, thanks to both Marx and Mussolini, a huge amount of absolutely Class A business foresight and managerial expertness.

This, oddly enough, involves not only the full cooperation of the workers, but also the ideas and the attitudes, as well as the ideals and the dollars, of us Americans—especially of us Americans who are in business and industry. But that is a story by itself.

From GIANTS



to
PIGMIES



FROM the mighty fans which form the lungs of the famous Holland Vehicular Tunnels to the diminutive ventilating set which exhausts impure air from a toilet or telephone booth—no matter what the need may be—no matter how complicated or how simple the ventilating project—the world of air engineering looks to Sturtevant for equipment with which to move air most efficiently.

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"Dude Ranches", including all modern conveniences. Good auto roads, Apache Trail Highway, aeroplane trips to Grand Canyon, weird desert scenery, marvelous sunsets, cactus forests — a never-to-be-forgotten vacation awaits you here in the Old West!

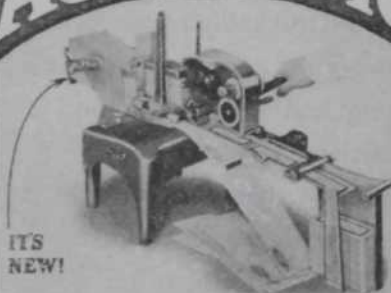
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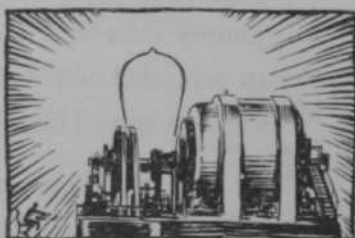


ALL the fearful folk who are regularly inclined to see our high standard of living only as a dreaded sign post to point the way to the poorhouse can take heart from the latest figures on home owning in these States. By the reckoning of the United States League of Local Building and Loan Associations, 46 per cent of our people own their own homes. To that report the League adds the arresting declaration that "building and loan associations represent the greatest single factor in making America a nation of home owners."

One usefulness of the League's statistical information is readily apparent—it will put an end to the traditional wonder of half the population about how the other half lives. The next big job, of course, is to see whether there is actual title or only tittle-tattle in all the tall talk of "Home, James!"

LABELS for this age are as ingenious as the contributions they seek to designate, but the self-acting efficiencies of our times argue for recognition of "The Automatic Age." Its latest emphasis, perhaps, is provided by a "manless" electric distributing station in New York—an installation that will be operated with no human attendance within its walls. Built to serve 300,000 families with light, the equipment will be controlled from another station, more than three miles away.

The distant operator can close or open the switches in the new station at will.



Transformers and circuits are controlled by simply pressing keys which send electric impulses over wires. While exercising this direction, the operator will receive automatic signals from the new station—chatty bits of code to tell him how things are going inside the "manless" station. Even though mechanical efficiencies are the commonplace of a mechanized civilization, here is a performance that touches the marvelous with the uncanny—machines starting and stopping, switch

breakers going on and off, and no hand visible in all that useful direction of tremendous power.

Exposed to such a demonstration of unhuman precision, the human mind is inescapably drawn into a larger appraisal of applied science. The significance of this newest servant of man is susceptible, of course, to many interpretations. Perhaps it is most inviting as a measure of our inventive genius, for it suggests that even the developing Robot may become obsolescent before experiment can elevate him to man's estate.

NO state could be in better position than Arizona to preserve the romance of the old West, and how well the



trusteeship is served is told by the Southern Pacific Company in a 16-page booklet. Of course, the range country has not lacked for sympathetic interpretation, though it is a fair question whether the movie versions are not more western than the West.

The tourist may judge for himself. Life on *de luxe* "guest ranches" is likely to amend theatrical impressions that all is hard riding and pistol practice. No matter. If adventure in the West does not seem to square with the vivid violence of the early days, it is equally certain that the picturesque quality endures to the memorable satisfaction of vacationists and sightseers. And who can doubt that a western real estate boom holds as much of local color as an old-time gun play?

In Arizona's capitalization of her colorful "atmosphere" is the suggestive evidence that the West is equipping romance with all modern conveniences, and is wild and woolly only on advertised occasions.

WHILE the "passing" of the horse is being mourned in some quarters, the evidence of his presence has become a public issue in the West. "Nobody's horses" are eating the grass that would feed somebody's cattle. The trouble be-

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A 10 Billion Dollar Market

WHO WILL SELL TO IT ?

TWENTY-ONE million people with an annual income of 10 billion dollars ... approximately one-fifth of the nation's total income...here await the coming to this territory of manufacturers in many lines to service them.

It is a matter entirely of economical and efficient distribution. The raw materials are here. The labor is here. The market is here. *And 15 million of these people can be reached at lower freight cost from Kansas City than from any other industrial center!*

The city already has attracted large industries because of these manufacturing and distribution advantages. The trend is on ... and with it, a closer hold on this vast territory by those far-



sighted manufacturers who serve its needs promptly and at lower cost from Kansas City.

Count up the cost of distribution to this market from your present location. Compare with those figures the cost of distribution from Kansas City. Let the facts decide.

Kansas City is advantageously situated with respect to transportation, raw materials, labor supply, fuel and market. "The Book of Kansas City Facts"... a book that tells the truth about this area ... is available without cost. A confidentially submitted survey covering the possibilities here for any individual industry will also be sent to any interested executive on request.



Chamber of Commerce of

Not just a city but an empire

Kansas City advertising does not confine itself to corporate limits. Within the territory are raw materials and manufacturing advantages of a highly diversified nature ... many within the city itself, many in the smaller cities of this rich area. Kansas City undertakes to tell the story of the entire territory to interested manufacturers, realizing that the city prospers only as its outlying territory prospers.

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Opportunity Here Awaits These Products

Men's and Women's Clothing ... Aircraft and Accessories ... Hosiery ... Dairy Machinery ... Steam Fitting and Heating Apparatus ... Furniture ... Porcelain Ware ... Perfumery and Cosmetics ... Millinery ... Wallboard ... Insulated Wire and Cable ... Moulding of Bakelite ... Radio Equipment

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Radiograms "Via RCA" offer direct communication between the United States and twenty-five foreign countries. Messages are transmitted with speed and accuracy because they go *direct*—entirely without relay. To practically every other country on the face of the globe Radiograms offer the most direct service available. Yet they cost no more than other means of fast communication.

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19 Spruce Street.....	Beekman 8220	19 West 44th Street.....	Murray Hill 4996
	102 West 56th Street.....	Circle 6210	
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gan with the displacement of horses with trucks and tractors. Abandoned to the open range, the horses multiplied rapidly, and in their wild state soon deteriorated in quality. Ranchmen could see nothing but taxes in putting their brands on the colts.

Now, some states are putting a price on the heads of wild horses. Montana requires their round-up and sale. Following her lead, Wyoming has enacted a similar law. In New Mexico, Texas and Colorado, the abandoned horses are rounded up and sold to reduction plants at \$2 to \$10 a head. Slaughtered, they provide hides, chicken feed, fertilizer, and fat for soap—"horsepower" of a sort, but at a considerable divergence from Watt's original measure of its usefulness.

UNTIL we know the world's record for leaping into the future from the springboard of fancy, it is in restraint of fairness to assume a monopoly of "vision" in our own times. Jules Verne, alone, could revise any proprietary interest in that quality. And nearer home is the soaring notion that Mark Twain put into "Tom Sawyer Abroad." Who of the "moderns" can read the aviation of 1978 as well?

ROMANCE, rather than reality; colors the volume of American business when rated by *Efficiency* of London. As a matter of fact, that magazine thinks some of our trade totals are downright absurd. To make a horrible example, the



editor selects the estimate of \$300,000,000,000 for the total value of all business transactions last year. It provokes him to write that

The statistician must have been drunk. He saw double.

This would mean \$2,500 apiece for every man, woman, and child—\$12,500 per family.

The fact is that there is a great deal of fictitious business in America.

There are, for example, 3,000,000 shares sold a day on the New York Stock Exchange, but a large percentage of these "sales" are fictitious, as every American knows. They are only "wash sales." A speculator is buying his own shares to create a demand.

This is not business at all. It is nothing but trickery and humbug.

It is sheer make-believe.

Then there are the enormous figures of instalment selling. These must be drastically scaled down, because of high costs and bad debts.

Here is one solid fact to remember—the five biggest banks in the world are not in New York. They are in London.

Well, perhaps sticking so close to business does put us in an occasional way of

figurative speaking. And yet it was no longer ago than the war days that almost any word of America's prosperity seemed to make acceptable reading abroad.

THE board of directors of the Radio Manufacturers' Association wants the public to know that television is still in the inventive and experimental stage, and



that as a means of entertainment it is several years away. It is quite possible, of course, that the popular vision of television has been complicated with near-sightedness.

ON THE face of the election returns, how about a tax on excess prophets?

THERE is something more than Yankee thrift in the story of America's first utilization of Egyptian linen for paper-making. Bought by New England clipper captains from plundering bands of Arabs, this ancient loot from royal tombs was sound and strong 3,000 years after its manufacture. Few products of our own times are likely to raise so high a standard of low depreciation.

BOOKMARK for national progress: The 1929 edition of "Who's Who in America" includes 3,831 new names.

AUTOMOBILE falls from grace are no curiosity, but the depths of motor car degradation were not completely plumbed until a judge held the theft of a middle-aged car to be petty larceny.

HENRY FORD'S discovery of an old-fashioned pharmacy in New York was prolific of pill-making machines, pestles, mortars, horse-medicine mixers and such—apparatus characteristic of the times when drug stores were really drug stores, and proud of it. For antiquarians, this addition to Mr. Ford's collection of Americana, perhaps, provided a pleasant thrill of satisfaction. For consumers, with no professional concern in the acquisition, there may be more than academic interest in knowing that one drug store, at the least, was able to meet modern high-pressure competition without the usual stimulus of a soda bar. It may be, of course, that success was assured from the very outset by the proprietor's determination to confirm his customers' belief in signs.

PERHAPS the requirement of some sort of operator's permit would prevent many a business from being driven into bankruptcy.

What he did with a \$5,000 income



CONCRETE FACTS speak louder than words. Here is the actual program of a young man, 28, married, with two children.

His income is \$5,000 a year. What would you consider a fair proportion of this income to spend for life insurance? Ten per cent?

Actually in this case the annual premiums amount to about \$600, leaving a balance of \$4,400 of the income for the support of the family, an easy proposition for ambitious young parents looking to the future.

What does he get for his \$600?

Total life insurance of \$30,000,—\$5,000 to be paid in cash in case of the husband's death, the rest so arranged in a trust settlement as to produce \$100 a month income for the wife during her lifetime, the remaining principal to go to the children after her death.

Do you not think this young man has done well for himself and his family?

Surely he has laid out his life very successfully, with a fair income for present living expenses and an estate of \$30,000 to leave for his family.

In the meantime, cash value accumulates and dividend returns are paid.

He might struggle for years to obtain such a result in other ways, and then fail of his goal, in the meantime missing the best there is in life including the contented enjoyment of his income and his family.

How near can YOU get to this? Let us help you work it out.

John Hancock
MUTUAL
LIFE INSURANCE COMPANY
OF BOSTON, MASSACHUSETTS

Inquiry Bureau, John Hancock Mutual Life Insurance Co., Boston, Mass.
I am interested in building up an estate along the lines of the one described.

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Bankers to Industry Everywhere



W.... W....., a successful baker, is interested in any new equipment which will lower his costs. Recently he ordered a 3 bbl. High Speed Dough Mixer with 20 h. p. Motor Power Dumping Device — price \$3,500. The manufacturer who made the sale extended time payment facilities.

For a fair cash payment and by giving instalment notes maturing at the rate of \$200 monthly the baker has materially improved his plant without depleting his working capital. Using C. I. T. finance service the machinery manufacturer has made a time sale without tying up his own resources or drawing on his own credit lines to finance his customer.

Why Shade Your Profit on Your Credit Sales?

Inquiries are invited from all interested in offering their customers the opportunity to acquire new equipment upon sound instalment terms.

Ask about C. I. T. Plan for

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Automobiles
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and many other products



If you make or sell income-producing equipment, long term credit, to enable the customer to buy out of income, is logically part of your sales policy. Time sales can and should be made to yield your regular net profit. Leading firms in more than fifty lines are using C. I. T. finance service and experience to determine the correct markup, provide the funds, and attend to credit, legal, collection — profit cutting details.

C. I. T. offers a ready market to firms having on hand suitable purchaser paper, in any amount, which they may wish to convert from "notes receivable" into "cash on hand".

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Capital and Surplus Over \$30,000,000

What the World of Finance Talks Of

By MERRYLE STANLEY RUKEYSER

AT the approach of the Presidential election, Wall Street has been singularly calm over politics.

It has recognized that neither of the two major candidates represents any serious challenge to legitimate business and finance. Accordingly, money row has been confronted with no enemy to vote against as it had when the late William Jennings Bryan ran in 1896, 1900 and 1908. Later in the election of 1912, the Street felt uneasy about Roosevelt, the "trust buster."

But in the last two elections the nerve center of American business has felt unconcerned. And in the present election, Wall Street sees no prospects for alarm. Financiers were cool toward the Hoover candidacy before the Kansas City convention, but are now assured that his election would mean a continuance of the Coolidge policies under which business has flowered. Nor does the alternative possibility—the election of Gov. Alfred E. Smith—strike terror into the hearts of financially minded executives. Al Smith has long been subjected to the test of public office near the shadow of the Stock Exchange, and he has not been proved unsafe.

Moreover, the advocacy of the Smith candidacy by such men as John J. Raskob, Pierre S. du Pont, Owen D. Young, and William H. Woodin, tends to minimize politics as a factor in the current business and speculative cycle.

Asserting that business is sitting pretty no matter how the election goes, Owen D. Young said:

"It is a matter of congratulation that the candidates are both fit in every respect to be President. They are men of courage, character and ability. Both men stand for prosperity and under either we shall have it."

MORE genuine concern relates to the business and financial structure itself. The passing of easy money has seemingly removed one of the chief props of Coolidge prosperity, and the question is whether good times can long endure without the stimulus of easy money.

In this autumn season, time-money rates have been at the highest peak in seven years. Farmers and business men, as well as speculators, have been confronted with higher rental charges for credit.

Thus far the damaging consequences of high money rates have not been plainly visible, but, if high interest rates continue

for a long period, for a year or two, they are almost certain to check the impulses to make permanent capital improvements, such as the building of new plants and equipments, new residences, new bridges, and new public highways. If such expansion is discouraged, the resultant would be a reduction in the physical volume of trade and of profits, and of such a development even the optimistic stock market could not forever remain entirely oblivious.

There have been several indications of a belief that the period of abnormally high interest rates constitute a passing fever, rather than a chronic malady. In the first

ket will be more favorable to borrowers next summer.

UNQUESTIONABLY, the extraordinary current demand for funds results in part from temporary conditions in the bond market. Numerous new projects, which were under way, would ordinarily have been financed through the sale of long-term bonds. But beginning last March the investment market took a drastic turn against the interests of new borrowers, and those who were strong enough to defer permanent financing have been tiding themselves over in the meantime with temporary bank loans. Accordingly, the commercial banks are carrying a large number of propositions, which should be financed by permanent capital from investors, rather than by temporary banking funds.

When and if the bond market becomes stabilized at a new level—probably lower than the peak attained last March—sponsors of such new projects will no doubt arrange to sell bonds, and thus get in position to liquidate bank loans.

Another related factor places a special burden on the large city banks. In the last five years of rising bond prices, country banks bought increasing quantities of long-term bonds bearing high-interest coupons, saving the difference between the coupon rate and the cost of funds to the banks. In the Fall, when crop moving necessitated an expansion of bank loans, the country banks in former years found it convenient to sell part of their bonds, usually at a profit.

But this Fall the situation was different. Bond prices had undergone a six months' decline, and to have sold out would have entailed substantial paper losses. Accordingly, though the metropolitan banks took their medicine, country banks held on to their portfolios, and raised needed funds by borrowing from their city correspondents. Thus, in a second way, city banks were called upon to perform functions which would normally be done by the outside investment market.

As bond prices become stabilized, country banks will see the wisdom of selling bonds, and cutting down their loans at the city banks.

UNTIL the end of March the appetite of the American public for new capital issues seemed insatiable, but a temporary saturation point has been reached. For a time the supply has exceeded the



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place, in paying the highest rates recently in four and a half years for short-term funds for the United States Treasury, Andrew W. Mellon implied a belief that interest rates will be lower in 1929. For he put out nine months' paper in getting funds to retire Third Liberty Loan bonds, instead of selling long-term obligations. The operation indicates that the Treasury Department believes that the money mar-

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demand, and the result has been indigestion in the bond market, with dealers' shelves congested with bonds.

Vendors have had to make substantial price concessions in order to move bond inventories.

An important factor in the overtaking of demand by the supply of bond issues has been the wholesale change in the habits of investors. Individuals who formerly bought only bonds have in increasing numbers been turning to common stocks. Moreover, venturesome investors, who always purchased both classes of securities, have been increasing the ratio of stocks to bonds in their portfolios. The upward trend of stock prices for nearly seven years has naturally tended to whet the appetite of stocks, and this new preference has been rationalized by academic studies by Edgar Lawrence Smith, Kenneth Van Strum and others, purporting to show that common stocks are more suitable for long-term investment for individuals than high grade bonds.

To the extent that corporations raise new capital funds through the sale of stock instead of bonds, the effect of the sagging of bond prices on general business may be minimized. Farseeing executives of railroad, public utility and industrial corporations recognize the desirability of being in a position to raise at least half of their capital requirements through stock issues. Willingness of investors to capitalize at the market places the earnings of favored companies on a fantastically high basis gives such companies a golden opportunity to raise new capital cheaply.

IN the complex of modern banking, capital and credit become hopelessly intermingled, and each at times is called upon to perform the functions of the other. Stability in the bond market will be the first indication of a substantial easing in the short-term money market.

Of course, a primary cause of the tightening has been an expansion of brokers' loans to the highest peak in the history of speculation during the very year in which the credit base was being narrowed by the net export of \$500,000,000 of American gold as a phase of the redistribution of the world's supply of the monetary metal. Federal Reserve officials have expressed the opinion that collateral loan interest rates will remain high until the public changes its mind about the stock market.

ROY A. YOUNG, the genial governor of the Federal Reserve Board, who seeks to retain his happy smile despite the avalanche of criticism, discriminating and otherwise, has in recent speeches made it clear that conditions make Federal Reserve policies, more than Federal Reserve policies make conditions.

In fundamentals, the Federal Reserve System has had a tripartite policy in 1928. In the first third of the year, the main motif was to restrict the flow of credit in speculative channels, and to put the brakes on speculation. This policy

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was carried out through two raises in rediscount rates of most of the regional banks and through an open-market policy of selling government securities. The policy resulted in interludes of drastic liquidation of securities in February and in June, but the reactions proved short lived in each case.

The second phase of Federal Reserve policy was manifest between June and September, during which no changes were made in rediscount rates and no significant changes were made in open-market policy. Moreover, during the period little gold was imported or exported. The Federal Reserve maintained a hands off policy toward the money market.

The third phase came with the Fall season, and was marked by a desire to provide funds for legitimate business and agriculture during the period of peak annual requirements.

Governor Young, in his address before the Indiana Bankers' Association, plainly revealed that the System would expect member banks to avail themselves of \$300,000,000 of Federal Reserve credit until the end of the year. The figure was based on average seasonal expansions in recent years. In order not to encourage inflation, Mr. Young declared that the banking authorities expected the seasonal increase to be paid off after the holidays.

The midsummer and early Fall resumption of bull speculation in securities in Wall Street was based on anticipation that the Federal Reserve would follow the policy later outlined. Speculators feel that credit under present conditions cannot be earmarked, and felt that the Fall expansion would mean that restrictive operations against speculation would have to be temporarily suspended.

Speculators expected a truce at least until next January, when seasonal factors will tend to ease the money market and when business and agricultural needs will be secondary to Federal Reserve obligations to prevent excessive use of bank credit in speculative channels. The speculation of recent months has been based on the expectation of a breathing spell in the contest between the Federal Reserve and bull security operators.

THE real conflict, however, is not between Wall Street bulls and the Federal Reserve, but between excessive bullishness and the money supply. Ultimate factors of supply and demand will be the final determinants. Federal Reserve policy could prove a decisive factor only for short periods. It acts as a shock absorber in the money market.

The inability of the Federal Reserve to cope successfully with the mounting totals of brokers' loans is likely to stir discussion when Congress meets. The La Follette resolution in the last session is perhaps a forerunner of what may be expected.

Even Senator Carter Glass, of Virginia, co-author of the Federal Reserve Act, has indicated his belief that amendments to the law may be necessary. He believes that the Act has been failing to carry out



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Speculation is necessary, to a degree, in the development and functioning of business. But the average person, with surplus funds, should hold to investment. He needs safety, but may lose thought of it, grasping for profit. Sometimes the profit is made—oftentimes not. Comparatively few can afford to speculate, or are in position to do it intelligently.

Many people speculate when they think they are investing—or drift away from sound investment practice without knowing it. This may happen to bond investors who are undecided about when to buy. They lose income by waiting—trying to guess the trend of the market—and may have to pay more for their bonds in the end. Some watch for every market fluctuation—buy and sell bonds for quick profit, and trade from one issue to another, for the same purpose. This leads, sooner or later, to weakening the quality of their holdings.

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the purpose of its original sponsors in preventing Federal Reserve credit from being diverted from business channels into stock-market speculation.

RECENT discussions of the Federal Reserve Act have beclouded its political background. The Act, which is essentially meritorious, though perhaps defective in certain details, was a political compromise. The Republican Party had looked forward to the reestablishment of a central bank, toward which idea the Democratic Party had long been hostile. The scheme of twelve regional banks, coordinated by a Federal Reserve Board, was in the nature of a political compromise. The Act accordingly set up a mechanism different from the central banks in other countries.

The effect of the decentralization has been to weaken somewhat the capacity of the Federal Reserve System to deal with specific situations, such as the excessive expansion of speculative credit. Too many boards, with conflicting local needs and viewpoints, need to be consulted. Accordingly, when a blow is struck, it is struck with a club padded with reservations and exceptions.

For example, though the System has sought to discourage expansion of brokers' loans, the rediscount rate in New York has been higher than in four other regions, including Minneapolis, Richmond, and San Francisco. That disparity tends to encourage the flow of funds from the interior into Wall Street. If the idea was to get funds out of the stock market, it would have been more sensible to have reversed the disparity with a 4½ per cent rate in New York, and a 5 per cent rate in Minneapolis.

Congress, in the Federal Reserve Act, expected to punish speculators and to exalt business and agriculture. Accordingly, the Federal Reserve Act makes commercial and agricultural paper eligible for rediscount rate at the Federal Reserve Banks, whereas ordinary collateral loans (except when the collateral consists of United States Government securities) are ineligible for rediscount.

The discrimination against Wall Street loans has had an effect exactly opposite to what the sponsors of the legislation intended. Wall Street has become more powerful than ever before as a world and national financial center, and is absorbing more credit than ever before. In making Wall Street loans ineligible for rediscount, Congress gave the Federal Reserve authorities a sword of lead, instead of a sword of steel, with which to fight speculation.

If collateral loans are eligible for rediscount, the Federal Reserve could more directly influence the situation by placing a punitive rate on such paper, which would be distinctly higher than the rate on commercial loans.

Another proposed change in the law would strengthen the disciplinary powers of the Federal Reserve System. The Reserve Banks now announce flat rediscount rates. If instead, they announced mini-

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mum rates, they could use greater discretion in punishing recalcitrant member banks which refuse to step in line and follow the central banking leadership. The Bank of England has this discretionary power to vary the rate.

One change in the Act, which officers of the System have indorsed, is the raising of the period for advances on agricultural paper from 15 days to three months.

Another question which will challenge discussion is a change in reserve requirements. Some influential officers of the System feel that the reserve requirements on foreign bank deposits in American member banks should be raised, for they are a call on the nation's gold supply. Another important group feels that reserve requirements on balances of correspondent banks should be uniform in all cities except New York and Chicago, where they should be higher than elsewhere.

Still another clarification suggested is in respect to so-called time deposits, which have shown an enormous relative increase in recent years. The reserve requirement on time deposits, which cannot be withdrawn from banks without advance notice, is much smaller than on demand deposits. The relative growth in time deposits has accordingly enabled the banks to expand their credit structure out of all proportion to increases in gold reserves. Banking students feel that a distinction should be made between time deposits that represent real savings and time deposits of corporations which are little different from ordinary demand deposits. The question of changing the reserve requirements on time deposits will also come up for discussion. In private conversations among bankers, the topic is already being debated.

POST-WAR speculation is influenced by a new factor, the income tax law, which distorts ordinary relationships and tends to prevent a recurrence of typical pre-war stock markets. There are of course many wealthy men in the market, who have prodigious profits in numerous bonanza industrial stocks. If they would sell out and take profits, those who are in the upper brackets of the income taxes would have to give one-fifth of profits to the Federal Government as a tax. If they do not realize their profit through a sale, they pay no tax. Accordingly, many regard the twenty per cent tax as a margin, which will protect them from stock-market reactions.

For example, if a stock should react to an amount which corresponds with the tax, the holder, who sat through the reaction, would be no worse off than if he sold out at the peak, and shared his gains with the Government. Accordingly, other things being equal, the prosperous holder is encouraged to speculate on further advances in good stocks. Conversely, tax factors influence holders promptly to take losses in less favored stocks, for they can deduct their losses from taxable income. Thus, the tax factor tends to exaggerate advances, on

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the one hand, and to quicken reactions, on the other.

POPULATION shifts as a result of movement from farms to cities have a direct effect on recent striking changes in merchandising. The great mail-order houses, whose catalogs appealed chiefly to country folk, have in the good year 1928 been rapidly opening retail stores in the cities to get the patronage of urban folk. That is the primary meaning of the new policy of Sears, Roebuck & Company, which now operates about 170 retail stores, including 30 large department stores.

Montgomery Ward & Company, perceiving the trend toward good roads and a motorized civilization, is also planning to put retail stores in smaller towns, so that their own patrons can get the additional stimulus of visualizing products. The smaller Ward stores will compete with its catalog, but the management hopes that the new stores will also compete with the catalogs of competing mail-order houses.

By the end of 1928, Ward expects to have more than 150 stores, and its ultimate announced goal is 1,500, a policy which would take the chain into small towns. By the end of the summer, 130 were in operation. Unlike the older groups of department stores, the new stores of the two great mail-order houses constitute real chains, with centralized buying and management.

ONE of the principal mail-order executives in the country told me, in explaining the new policy of opening retail stores, that the mail-order business in the United States reached its peak in 1920. The subsequent enormous increases in sales of Sears, Roebuck and Montgomery Ward did not represent a growth of the industry, but an encroachment on the sales of weaker competitors, some of whom have since discontinued. This movement of encroachment has spent itself, and the store policy is designed to open new avenues for expansion. Both Sears and Ward seem entirely satisfied with the success of the stores thus far opened.

IN accordance with Senator Brookhart's resolution, the Federal Trade Commission has already made preliminary skirmishes in the matter of investigating chain-store growth and methods. From a different viewpoint, the Department of Commerce is actively engaged in showing small independent merchants how to compete more effectively against the chains. Secretary W. F. Whiting, Herbert Hoover's successor, told me:

"I think that there is a place for the small unit in the future business of the country. I know, however, that the small man feels apprehensive at present because of the encroachment of chains and of large scale manufacturers. Examination discloses, however, that there are territories which the large companies cannot profitably cultivate. We believe that

the smaller man has a role to play in the future if he will heighten his efficiency.

"Big business has learned that it has been necessary to change its methods in accordance with changing conditions, and little business must do the same if it is to be successful. The Department of Commerce, through cost studies, through critical examination of existing methods, and through acting as an exchange of information, purposes to help the small business man heighten his efficiency."

ALTHOUGH the inefficient merchant who fails to understand costs is doomed, mere smallness does not imply failure in the future. All the great chain-store executives recognize that there is a permanent place for the small merchant of taste and distinction who can sell his personality to his community. In style merchandise, the small man is in good position to compete with the chains, for he can better analyze local needs and preferences. Style merchandise is so subject to mercurial changes that it does not lend itself to quantity purchases by chains, which are best equipped to specialize in stable merchandise.

BANKERS have at last begun to practice what they preach. They have begun to analyze their own costs of operation, and to eliminate unprofitable activities.

"In many localities," according to Paul P. Brown, secretary of the North Carolina Bankers' Association, "banks have been enabled to pay increased dividends as a result of the adoption of the charge on unprofitable accounts. This shows the heavy losses which they had been absorbing and the amounts of which they had been depriving their stockholders through loss of earnings to which they were entitled."

"In 18 or more states, the banks have during the past year reduced the interest paid on time deposits and this has resulted in a considerable saving to the banks."

THE farmers' troubles, according to Dean H. L. Russell, of the University of Wisconsin College of Agriculture, are largely ascribable to the stream line waist.

"I wonder," the academician remarked, "if we really appreciate how feed habits are changing. 'Slenderizing,' so fashionable in certain circles, is materially reducing the per capita use of food with a large group of the population. The streamline waist is bad for the American farmer."

In a more serious vein, Dean Russell added:

"One of the most effective ways the hands of farm leadership could be strengthened would be a nonpolitical, nonemotional study of the problems of taxation, with the object in view of placing this important and necessary attribute of government on a sound and modern basis. Eighty per cent of all taxes paid in the United States is paid by real



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estate. When land values were rising steadily the burden of taxation was not disproportionately severe, but with the terrific deflation which has occurred within the last decade in farm real estate, the crushing weight of the land tax burden has in many cases now become unbearable. The ratio of land tax to the cash rent of farms formerly was about 1/10 to 1/8 of the rent received, but it has now risen in many places to 1/3 and even 1/2 of the income. . . . What is needed is a non-political study of the whole field with the end in view of recognizing that greater justice and equality will come by transfer of larger proportion of real-estate taxes to other types of taxation."

THE preparation of a final four-power plan of consolidation for all the railroads of the East, which could be submitted to the Interstate Commerce Commission, is being delayed by further differences on a number of specific points between the Pennsylvania and the other three trunk lines involved. All interested groups, however, express hope that ultimate agreement is not far off.

Two British Views of America

ENGLAND has discovered that politics, and not economics, will be the basis for deciding our presidential election. And just by way of giving assurance that there is no novelty in this finding, an article in the London *Times* rules out economics with saying "that never happens in any country; it certainly never happens in America." It must be that the writer believes American politics is never adjourned, for he reports that

all the careful weighing in Congress or in the councils of the executive of such questions as the electoral advantages or disadvantages of measures for agricultural relief or for flood relief in Missouri is subordinated after all to a political tradition and a political appeal. The political interest, expressed in the conventional forms, does dominate, and the confused economic interests that differ so greatly from zone to zone over a wide territory enter as one of many elements into a contest of party sentiment.

Observed from a British watch tower, we provide this picture,

The United States is changing fast; the sense of change is acute but obscure. The political machinery does not change, and the presidential election will proceed along the old lines. . . . The new abounding America puzzles the world. Apparently it puzzles American politicians hardly less.

But where all is change, as in these States, it should not seem strange that we are a little mystified ourselves by the kaleidoscope of time. Possibly our political platitudes are the only stable products of our civilization. At least, we can count on them for "no yearly models, but continual amendment."

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The New Age of Auctioneering

(Continued from page 82)

tors of estates, institutions, investors, operators, speculators and builders have come to realize that "Honesty is the best policy," and that if they have confidence in the auctioneer they must give him a free hand in conducting the promotion of the sale and the actual sale itself.

For instance, a large and wealthy land owner dies and leaves his heirs and the executors of his will saddled with a large tract of land. Taxes and interest make rapid progress in depleting the value of the equity, and the owners frequently are completely in the dark as to the best way in which to handle the disposition of the property. They survey the market, and then find that the cost of advertising and selling the property privately is a very expensive proceeding, one involving a tremendous amount of hard, driving work, night and day, and the uncertainty as to whether or not the selling campaign will be successful.

He Knows the Market

ON the other hand, a capable and experienced real estate auctioneer, with a well-trained personnel, always has his fingers on the pulse of the market and is in the best possible position to give a quick answer to the question as to whether or not the property can be marketed. He is fully equipped to handle a short and snappy selling campaign and the owners of the property are relieved of the handling of all the detail in that connection.

If any of the readers of this article have ever gone through with a private development and sale of a large tract of land, involving the supervision of hundreds of salesmen, the physical improvement of the property, the advertising and the actual selling, they know that a private sale of this character is no sinecure; and that a properly conducted public auction sale is the quickest and most economical method of converting real estate holdings into cash.

To this combination of conditions and circumstances we owe the establishment, success and popularity of one of the biggest businesses in the world—a business that has led hundreds of thousands of the population of the United States to home ownership and the investment of their money in a sound security, one that they themselves control and that is not subject to manipulation while they retain control.

In this connection, I may state, without fear of contradiction, that a very large part of the city of New York and many other cities in the United States and Canada, would still be vacant and unimproved land had the homeseekers of New York not been given the opportunity to purchase these tracts of land, in separate lots, at public auction sales. Instead, the homeseekers would be compelled to wait upon the willingness and ability of the owners to develop and sell the tracts by private treaty.

Associated Gas and Electric Company

(Incorporated under the Laws of the State of New York, U. S. A.)



CAPITALIZATION

August, 1928

Capital Stocks and Surplus

Equity Stocks, 2,274,691 shares without par value:	
700,000 shares Class A Stock and 300,000 shares Class B Stock at liquidation price \$35 a share;	
1,274,691 shares Common Stock at stated value plus surplus but excluding reserves.....	\$45,648,607
Cumulative Preferred Stocks, including all Convertible Obligations which are now or shortly convertible at Company's option into preferred stocks, all of equal rank, 855,984 shares without par value:	
150,722 shares \$3.50 Dividend Series at liquidation price \$50 a share, and 302,883 shares \$6 Dividend Series, 285,638 shares \$6.50 Dividend Series and 116,741 shares \$7 Dividend Series at liquidation price of \$100 a share.....	78,062,300 \$123,710,907

Funded Debt

4½% and 5½% Convertible Gold Debentures and 5% Gold Debenture Bonds.....	88,854,200
The aggregate of funded debt and stocks of underlying companies, including \$17,979,500 of Associated Electric Company 4½% Gold Bonds, due 1953, outstanding with the public.....	\$48,921,278

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FARIS R. RUSSELL

Vice-President, National Bank of Commerce in New York

CONSOLIDATED EARNINGS FROM 1927 ANNUAL REPORT

Gross Earnings and Other Income.....	\$35,296,741
Operating Expenses, Maintenance and Taxes.....	18,264,655
Net Earnings.....	\$17,032,086
Fixed Charges and Other Income Deductions.....	9,074,703
Net Income.....	\$ 7,957,383
Dividends on Preferred Stock.....	3,453,507
Balance.....	\$ 4,503,876
Provision for Replacement and Renewals.....	1,698,731
Balance.....	\$ 2,805,145
Class A Priority Dividends (\$2.00 per share).....	975,714
Remainder for Other Dividends and Surplus.....	\$ 1,829,431

Copies of Annual Report for 1927 and Balance Sheet at May 31, 1928 reflecting recent financing of Associated Gas and Electric Company are now ready

61 Broadway, New York City

HOW you heat your factory has a big effect on PRODUCTION



What You Want

1. You want a system that helps create ideal working conditions.
2. You want heat quickly in the mornings.
3. You want side walls and floor space clear of heating apparatus.
4. You want to be able to control heat locally.
5. You want this with minimum steam cost.

What No Other Heating System Will Give You

1. Wing overhead heating systems don't blow hot air on your workmen. They create a continuous, healthful circulation of warmed air through the plant. They mix the air they heat with the cold air beneath. They do away with drafts.
2. The air heated by Wing Units circulates; therefore its effect is felt immediately. The fans prevent the hot air from banking up under the roof.
3. Wing Heaters are featherweight. They can be installed overhead in any type of building. Steam lines are overhead.
4. Each Wing Unit can be regulated independently.
5. Since Wing Heaters circulate all the air they heat, steam is not wasted in heating the roof.

The Wing System is unique. Study it before you install a heating system. Send for our new catalog explaining it in detail.

L. J. WING MFG. CO.
Dept. N

7th Ave. at 14th St. New York City



WING

FEATHERWEIGHT

UNIT HEATERS

When writing please mention Nation's Business

In a Land that Used to Be

(Continued from page 35)

very noticeable until about the close of the World War. Population had declined previously to this time but it was mainly owing to the extinction of the rural hamlet industries and handicrafts and because the young men and women had gone to the world outside. Once a boy had a taste of war time wages and hours, he registered a vow that never, never again would he try to grub a living from a Pharsalia hillside. Literally that entire generation was lost to the farm.

All American District

THERE are very many regions of farm abandonment where the retreating American had been supplanted by a population of recent European origin, willing to accept a lower standard of living. Most frequently it is the Pole who has done this. Less commonly Finns, Lithuanians, Russians—indeed representatives of almost every nation of Europe may be found on these farms. But not so in Pharsalia. Two or three years ago according to a survey made by the New York State College of Agriculture, there was not a single alien family in the township. Very recently I was told that one or two Italian families had come in.

In many localities in New York as well as New England the term "Yankee" still designates the native stock. In Pharsalia this Yankee farmer has gone but he has left no successor.

Understand me, farming in Pharsalia even at its best, which was during the generation that preceded the Civil War, could never be called really prosperous.

Such a golden age as Pharsalia ever had was represented by nothing more than this—that there was a time now three-quarters of a century ago, when the town was almost completely divided into farms and when on every farm was a family. They were a brave and hardy folk who uncomplainingly performed the Herculean labors of a pioneer hill farm, who by stern necessity practiced to the full the Spartan virtues of industry and economy, who achieved a certain success according to the simple and narrow standards of their day.

Because they had never heard of broader and easier ways of life they were well content. I find it very easy to believe the the sum total of human happiness among them was not less than in the world outside. In the age of the cradle and scythe and flail and hoe they managed to compete with the world but every mechanical advance that came to agriculture made their position the more difficult.

What then have the vicissitudes of the changing years brought to Pharsalia? As has been said, in 1925 the population was almost exactly 40 per cent of what it was in 1860.

In 1924 the New York State College of Agriculture made an exhaustive economic and social survey of the town. There still remained 97 farm operators as compared

with the 235 farmers of 1845. These had lived in the town for an average period of 35 years and their age was on the average 48. In other words the young men have gone and it is middle aged men and gray-beards who hold the land. Of the men on the farms, 80 per cent had been born in Chenango County and none had been born outside the United States. The total acreage of the town is 25,445. In sixty per cent of the town a survey of the houses was made. It showed 38 occupied houses, 50 vacant houses and 45 farms where the houses had fallen or had burned. This was four years ago and the exodus still continues.

Very recently on a day in late June when brilliant sunshine and deep blue sky with now and then a wandering fleecy cloud made the Pharsalia hills soft and beautiful, I drove for many miles back and forth over the grass grown, rutted roads that thread the hills and valleys of this land that used to be.

I explored long-vacant houses and mused beside cellar holes and tried to reconstruct the lives of the men and women who here lived and wrought and passed away.

Economically Pharsalia may not bulk very large, but say what you will, there is pathos—perhaps romance—in this forsaken land. By the cellar holes after all the years certain plants still survive which speak of the efforts of these folk to bring to their homes and lives some little touch of grace and beauty.

The lilac, the botanists say, came originally from Persia, at least from eastern Europe, but here on these New York hills, half way around the globe from home, each June it flaunts its purple bloom and flings its fragrance to the air.

Long Ago Deserted

THAT same June day the jonquil still stared the grass around the worn door stone and the little hardy old-fashioned tea-rose still speaks of other days. I also found clumps of bleeding heart amid the rank grass and in many cases a familiar but unnamed shrub which later will be thickly set with white, waxy berries. Like the lilac it persists through the generations. I freely confess to the habit of haunting neglected cemeteries and to dreaming beside cellar holes.

I say that the questions pertaining to our many Pharsalias scattered over the old northeastern states are not primarily economic questions. In a country as vast as this with wealth and resources so incalculable, it is a very small matter that some hundreds of thousands of farm people should change their mode of life or that some hundreds of millions of dollars should disappear from the assessor's rolls.

Probably we ought to be glad that these people have at length given up what was always a struggle and as industrial workers have found for themselves opportunities and leisure and financial rewards such as they could never have wrung from their inhospitable soil.



The oldest frame house in the oldest American settlement. This was built in St. Augustine, Florida, more than 250 years ago. The original cypress, unpainted, is weather-tight today.

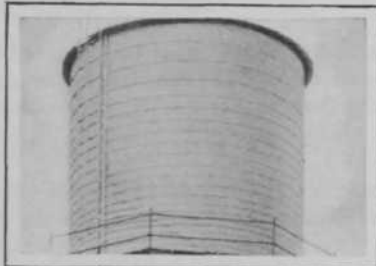


A wood that fights its own battles —whether you paint it or not

EVEN without the protection of paint, heart grade Tidewater Red Cypress defeats weather at every turn. To achieve better appearance and even greater durability, paint is, of course, desirable. But artificial protection is not essential.

Consider the saving this long-lived lumber effects in all construction where durability is most severely tested. Consider its economy for all construction where upkeep and depreciation must be shaved down to the last dollar.

In your business and in your home, use this Wood Eternal. Its first cost is your last cost. It knows no re-



Here's a real "acid test." Cypress is used more than any other wood for acid tanks. Wherever wood meets moisture of any nature, specify Tidewater Red Cypress.

placement or repairs. After you build, you will never have to pay another carpenter's bill.

As an experienced investor, as a shrewd purchaser, you will, of course, want to test this durable wood. But for exterior uses be sure you get "heart grade Tidewater

Red Cypress," for there are different types of cypress. The finest qualities are found only in the "coastal type" red cypress grown on the lower Atlantic and Gulf coasts.

"Money Saved for Builders"—sent free. Complete data on Tidewater Red Cypress, and suggestions for cutting down the operating expenses of your business and your home, await you in "Money Saved for Builders." This interesting booklet will be sent free on your request, together with a pamphlet on the industrial uses of this long-lived wood.

Southern Cypress Manufacturers Association, Barnett Building, Jacksonville, Fla.

Specify **TIDEWATER RED CYPRESS**



THE WOOD ETERNAL

WHAT I'VE BEEN READING

By WILLIAM FEATHER

FRICK was always a handsome fellow. When he walked along the street people followed him with their eyes. Finely tailored, well built, his ruddy complexion showing through his smartly trimmed beard, he suited the popular fancy of how a multi-millionaire should look.

At twenty-one Frick was on the way to fortune. His early ventures were financed with money borrowed from members of his family, or from friends who were impressed by his ability. His grandfather owned the Overholt whisky distillery at Pittsburgh which meant there was money about. He bought or optioned coal lands, and built coke ovens, anticipating that coke would be in great demand by the steel makers.

So it turned out and at thirty Frick was worth a million. The struggle had been hard, and at times ruin seemed certain. Without faith and courage Frick could not have survived.

Later Andrew Carnegie chose Frick as his right-hand man for the management of the steel mills. And what profits he made! In 1888 before Frick took hold the profits were \$1,991,555. Under the first year of his management they jumped to \$3,540,000. In 1900, Frick's last year with Carnegie, profits were flowing in at the rate of \$60,000,000 a year.

Frick, in 1901, received in exchange for his interest in the Carnegie Company these securities in the new Steel Corporation:

Bonds.....	\$15,800,000
Preferred stock (7%)	23,767,940
Common stock.....	21,832,440

Not counting a few outside investments, some in partnership with his close friend, Andrew W. Mellon, now Secretary of the Treasury, these securities represented his earnings in thirty-one years of business life. He was now fifty-one.

GEORGE HARVEY pumps as much warmth into Frick as he can, but the man is revealed as what is sometimes called a cold potato. His genius as a financier and manufacturer is undeniable, but one seeks vainly for the quali-

ties that made people like Carnegie.

Carnegie was a pretty hard egg himself, but he could laugh, smile, joke, kid, and do the silly things that made him appear human. Harvey says "Frick hardly ever laughed."

It is amusing to read the correspondence between Carnegie and Frick; the former gay and airy, the latter solemn and precise.

was then twenty-seven—appeared for his first interview with the lion of Wall Street.

"The two sat down," relates Harvey. "I understand," said Mr. Morgan brusquely, "that your father wants to sell his Minnesota ore properties and has authorized you to act for him. How much do you want for them?"

Young Mr. Rockefeller rose from his chair and, in an even tone, replied:

"It is true I am authorized to speak for my father in such matters, Mr. Morgan, but I have no information to the effect that he wishes to dispose of his ore properties; in point of fact, I am confident that he has no such desire."

"And what did Mr. Morgan say?" quietly asked Mr. Rockefeller when his son repeated his remarks.

"Mr. Morgan said nothing; he sat quite silent."

"And what did you do?" "I picked up my hat and, bowing as courteously as I know how, I said 'If that is all, Mr. Morgan, I bid you good afternoon,' and walked out. Did I do right?"

Mr. Rockefeller meditated for an instant and replied thoughtfully:

"Whether what you said was right or wise, I would not venture to judge; time alone can answer that question; but I may say to you, my son, that if I had been in your place, I should have done precisely what you did."

The next move was Morgan's. He induced Frick to call on the elder Rockefeller. It should be stated here that Morgan and Judge Gary had

arrived at a figure which they regarded as "outside." This irritated Rockefeller. After a brief talk with Frick in which he explained his view, he unexpectedly asked Frick to represent him in the transaction.

The price which Rockefeller received was \$5,000,000 more than the "outside figure." A few years later it developed that the price was really very low.

FOLLOWING the launching of the United States Steel Corporation, there was trouble. The stock sank slowly. The bottom was reached in January, 1904, when the common

QUOTABLE QUOTES

of the Month

THERE is not a state that could not reduce taxes if its activities were pared down to the fundamentals for which government exists.

L. G. HARDMAN,
Governor of Georgia

IF you cannot bring the principles of religion to bear upon the things of business, then business loses its moral character and its charm.

RIGHT REV. JAMES E. FREEMAN,
Bishop of Washington

TRUE MEN, in politics, must be animated by the humane and devout sense; they must have a regard, a love and a deep vision toward their own fellow creatures.

BENITO MUSSOLINI

WE LIVE in an age renowned for its efficiency, but . . . it builds an \$8,000,000 moving picture temple in which to show thirty-cent pictures.

H. E. LUCCOCK,
Professor, Yale University

AMERICA is not dollar-mad in the miser's manner. It is activity-mad. It likes the game of business; and it keeps score in dollars.

PAUL M. MAZUR,
Economist

Henry Clay Frick, the Man, by George Harvey. Charles Scribner's Sons, New York. \$5.

AN extraordinary incident is related by Harvey. At the last minute of the negotiations, preliminary to public announcement of the formation of the United States Steel Corporation, J. P. Morgan was told that he ought to acquire the Rockefeller ore properties in the Mesabi district to "round out" the enterprise. Morgan, already weary of his task, growled, but was induced to call on Rockefeller, Sr. Rockefeller was agreeable to an offer, but pleaded that he had retired from business, and that such matters were in the hands of his son, John D. Jr. Morgan, therefore, invited John D. Jr., to call, and at the appointed hour, the young man—he

YOUR BEST CUSTOMERS

*are your competitor's
best prospects*



WHEN you fish, you go where you believe fishing to be good. When you hunt, you go where you think there is game. When you are after business, you go where business is. Fishless streams, gameless country, arid markets are not knowingly sought by any man with a predilection for results.

It is obvious then why your best customers are your competitors' best prospects. They are *known* producers of rich profits. The keenest directing minds, the most resourceful salesmen combine their efforts to divert these profits into a competitive till.

Whether this diversion will be prevented depends not altogether upon your ability to out-think and out-sell your competitors, but largely upon the loyalty of your customers. How strong is the bond

by which you hold them? If you render a satisfactory service, if your goods fill your customers' needs, you have established the basis of loyalty, it is true. But don't forget that loyalty is strengthened tenfold by *friendship*.

To keep your customers make them feel this personal relationship. Make them feel your own friendliness. You can do it through Remembrance Advertising. Remembrance Advertising is the friendliest advertising in the world. It is friendly both in expression and in intent. Let us tell you about it—how it fills a gap in the campaigns of corporations spending millions in national advertising—how it does a complete advertising job for the small business concern. Send for booklet. A Remembrance Advertising plan for your business will be outlined on request. No obligation.

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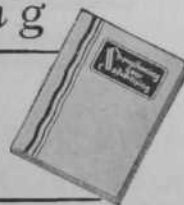
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Please outline Remembrance Advertising plan for my business, and send booklet.
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Nature of Business _____

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When writing to BROWN & BIGELOW please mention Nation's Business

When Drys are Wet

But not

"All Wet!"



ET" or "DRY" problems

are not always matters of politics. Sometimes—many times—they are matters of proper humidification. Manufacturing volume, profits and quality of product interest manufacturers—and it is in these fields that properly designed humidification systems have proven themselves.

ParkSpray Humidification Systems add moisture as and only when needed; compensate for the natural drying-out process that is going on in nearly every factory.

A particular problem to which you have not yet found the answer may not be insurmountable. Our engineers have helped to solve many such.

The value of **ParkSpray** humidification and engineering skill is evidenced in several thousand installations, covering dozens of industries.

Write for portfolio of humidification facts showing what **ParkSpray** installations have done for other industries.

ParkSpray
Humidification Systems

Parks-Cramer Company

975 Main Street, Fitchburg, Massachusetts

When writing to PARKS-CRAMER COMPANY please mention Nation's Business

struck $8\frac{3}{4}$ and the preferred came close to 50. Business was bad and the company was not earning its dividends. Rumors mentioned a receivership.

At this juncture an incident occurred which showed that great men bear burdens in proportion to their greatness.

Morgan, fearful, consulted Frick. Frick recommended stoppage of the dividends on the common stock, reduction of dividends on the preferred, and complete reorganization of the operating force.

Morgan agreed to all suggestions except that relating to preferred dividends. Tears came to his eyes, and he said that if the dividends were not paid on the preferred stock he could not face going downtown on the following day.

All turned in, and aided by good fortune, earnings picked up. Before the close of 1906, the preferred had climbed from $50\frac{1}{4}$ to $113\frac{1}{2}$ and the common from $8\frac{3}{4}$ to $50\frac{1}{4}$.

So overwhelming were the problems incidental to the formation and establishment of the Steel Corporation that one wonders that Morgan ever had the courage to tackle another consolidation.

FRANK KENT'S "Political Behavior" is the best handbook on politics that has been published since "The Prince" by Machiavelli—at least it is the best I have read! The author properly describes the contents in a sub-title "The heretofore unwritten laws, customs and principles of politics as practiced in the United States." It is a rollicking book, full of meat for those who must take politics seriously, and full of amusement for those who are indifferent to jobs and jobholders.

Frank Kent, the author, is a writer on politics for the Baltimore Sun. He is highly regarded in Washington and Baltimore. His ability to write lucidly and candidly about the great and near-great is exceptional. Kent's dry humor and utter simplicity of statement make readable chapters. But no reader should quit short of the last two chapters because in those pages he tells us that politicians, mean and dull as they may be, are no worse than the rest of us, and he vouchsafes that, in his opinion, politics is as clean and upright, as other professional life, and that the state's business is conducted as efficiently as private business, which may not be saying much, but it indicates that Kent is not ashamed to associate with politicians.

The chapter headings are so instructive and indicate so clearly the character of this treatise, that the best of them are given here:

Party regularity the first essential.

There is no nourishment in fighting the machine.

The art of seeming to say something without doing so.

What happened to the candidate who would be courageous and candid.

²**Political Behavior**, by Frank R. Kent. William Morrow & Company, New York. \$2.50.

Give them a good show.

Prosperity absorbs all criticism.

Corruption not really a party liability.

Give them "Hokum."

When the water reaches the upper decks, follow the rats.

Never handle a hot poker on the front porch.

It does not pay to buck the business interests.

The floaters hold the real power.

Live up to the law and be licked.

Play the game with the gang.

When they stop writing about you you're dead.

Don't worry about the women.

The instability of political enmities.

Kent confesses that the rules for political success laid down will not always work; they work about ninety-nine times out of a hundred. For example, in ninety-nine campaigns the women's vote is meaningless—they vote as the men vote. The professional politicians handle the women now as they did before woman suffrage was adopted.

Most of the voters can be depended upon to vote according to prejudice, race, religion, class. The one great mistake of a candidate is to impose upon his constituents the necessity for real mental effort, in other words to make them think. Nor may he let them get the idea that he is wealthy, or buys his clothes in London, or comes from "a fine old family."

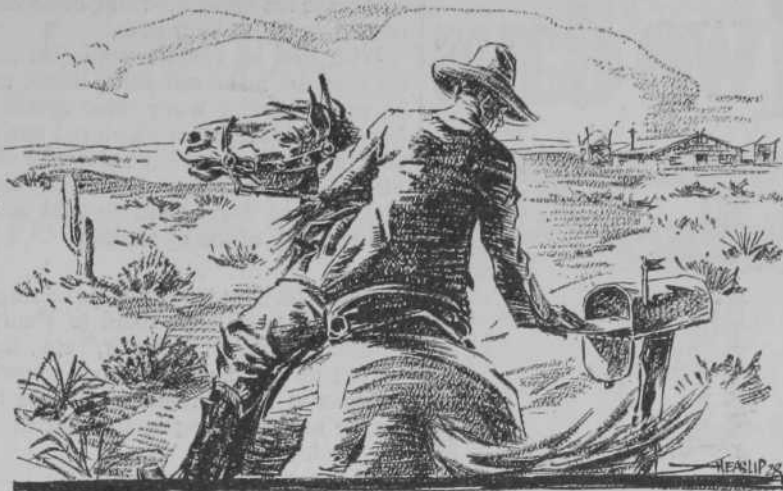
SUPPOSE your rival attacks your personal record, in fact, has "the goods on you."

Mr. Kent's advice: "The rule is to declare that your opponent is trying to ruin your reputation in the community where you have so long lived. The rule is to bring in your wife and children, to say that you do not mind this effort to wreck your good name yourself; you can stand it but they cannot. The rule is to tell how you left your wife home in the morning weeping when she read that 'cruel editorial' and saw that 'brutal cartoon' in the newspaper, which is determined to drive you out of public life. . . . If this helplessness before newspaper attacks can be gotten squarely before the people it will do more than anything else to pull a candidate 'caught with the goods' out of the hole."

Kent misses nothing. For example, take the pocket handkerchief trick which was used so successfully by a successful candidate for governor of Kansas. From relatives and friends he collected dozens of torn and frazzled handkerchiefs all of which were carefully laundered.

Each night when addressing the farmers he would work himself up into a good sweat and reach for a handkerchief to mop his brow. Out would come a frayed and torn one so carefully planted.

"My, my," he would say in surprise, "just look at that handkerchief—all torn and worn out. That certainly was careless in my wife to let me go off with a handkerchief like that—all worn out—and I have plenty of good ones. It certainly was careless of her to do that. I'll



To The Far Frontier

No postoffice is too far away in the purple sage to receive and distribute its quota of dividend checks to the real owners of our American industries.

The investment of hundreds of millions of dollars in the securities of our public utilities, representing the savings of many thousands of people, is one of the most significant economic facts of our day. It is practical public ownership.

More than fifty thousand thrifty people, most of them customers, are stockholders of this Corporation and its subsidiaries. Other thousands own the bonds of these companies.

This is a powerful influence for sound management and prudent financing.

An Industry That Never Shuts Down

AMERICAN WATER WORKS AND ELECTRIC COMPANY
INCORPORATED

©1928

Two days



— or two weeks — two men or four men

What takes two or three weeks with plaster walls, can be finished in two days with Circle A Partitions.

"Handy men" erect Circle A Partitions—no skilled help is required. These attractive office walls fit together simply and strongly. There are but seven parts to each seven-foot unit. The top unit—to make a ceiling-height partition—slides securely into the seven-foot unit, making one solid section from ceiling to floor.

And, these walls are solid. There is no rattling when a door slams to—no swaying when a strong cross-draft is blowing. "Partitions" should interest you. Send for it today—no obligation. It can show you how better looking, more practical, private offices are inexpensively obtained.

CIRCLE A PRODUCTS CORPORATION
658 South 25th Street, Newcastle, Indiana
New York Office
Farmers Loan & Trust Bldg., 475 Fifth Ave., New York

CIRCLE A

PARTITIONS

SECTIONAL · MOVABLE

When writing please mention Nation's Business

have to speak to her about that. But then she does not often do that sort of thing. She looks after me pretty well, and I must say one thing for her—she does make the finest salt-rising bread anybody ever ate in their lives."

With that he would explain just how his wife did make salt-rising bread, and he would mention many other details of his domestic life, all of which put him on such intimate and delightful terms with his audience that they "just loved him" and believed every word he said about the rascality of the opposition.

MESSRS. Foster and Catchings, authors of "The Road to Plenty," "Business Without a Buyer," etc., have stirred up the imagination of advertising men so that statements like the following are appearing in the journals of the trade:

"Every time an American consumer contents himself with antique furniture, old rugs, last year's suit and old goods of any description, instead of the newest products of our laboratories, science and factories, he is tightening the brake band around the American wheel of progress and is retarding our standard of living."

The quotation is from an article by J. George Frederick in *Advertising & Selling*.

Mr. Frederick accepts the thesis of Foster and Catchings that the way to obtain prosperity is to stimulate the consumption of consumer's goods.

He proposes rapid obsolescence. The idea is to change styles, models and designs frequently. Don't build for life. Build for a year or two. Trade 'em out of last year's automobile, radio, phonograph, house, apartment, printing press, dress suit, plus fours, banjo, saxophone, washing machine, iceless refrigerator, alarm clock, and trick ash tray. Keep goods moving.

Take England as a horrible example. "We can see in England the dreadful results of slow obsolescence," says Mr. Frederick. "They like to make suits that can't wear out, automobiles that run forever, and inventors who have to fight to make their obvious improvements appreciated. The result is a low standard of living and idle factories."

Mr. Frederick estimates there are 20,000,000 people in the United States who have the money to buy new models and newer designs as rapidly as they are developed. By acquiring the new models and turning in their old ones they would do a double service. The purchase of the new model would help employment, and the old model would go into the market at a low price which would bring happiness into the life of some poor family that otherwise would be denied the joy of an automobile, radio, phonograph, or vacuum cleaner.

It occurs to me that these 20,000,000

Is Progressive Obsolescence the Path Toward Increased Consumption? by J. George Frederick. *Advertising & Selling*, New York. \$3 a year.

people might not be agreeable to Mr. Frederick's suggestion. The well-to-do are a canny lot. The reason they have money is that they have restrained the impulse to buy from every salesman who knocks. The rich have the nasty habit of buying the best and using it so long that the yearly cost is less than the cheapest. The makers of expensive automobiles argue that the yearly cost is low because the cars last so long and the upkeep is so small. The rich are shrewd about such things.

On the other hand a poor man will buy anything from a good salesman—if he has the money. Because he is so willing to buy he is always broke.

If we all became spenders would we be better off? I don't know, but the other members of my family have already embraced the new philosophy. They believe in spending!

THE other day a young lawyer walked into an advertising agency. He wanted to go into the advertising business, and some one asked him why.

"I'll tell you," he said. "I went to law school because my father was a lawyer. I'm with one of the best firms in New York. But I find that the law isn't at the heart of business as it was when my father practiced law twenty years ago. At that time, companies were being put together for mass production. A corporation lawyer was working on the most vital part of business. But today production is solved. Distribution is the biggest problem. And the advertising agency is at the heart of it. That's why I want to join an advertising agency."

The foregoing incident is taken from "This Advertising Business" by Roy S. Durstine. The young man may have been wrong in his diagnosis. Young men offer all kinds of reasons for wanting to get into advertising. One of the major jobs of an advertising executive is interviewing intelligent young men who are trying to break in.

"So that you won't be discouraged let me tell you something," said an old agency man to one of these applicants. "Getting your first job will be the toughest work you'll ever do in the advertising business."

And that's probably true. The supply of would-be advertising men far exceeds the demand. But that will not discourage the young men who belong in advertising.

When they get in they will like it for the same reason that Roy Durstine likes it, because as he says "It is the hardest, most interesting, most exasperating, satisfying, worthwhile and exciting business that ever engaged the time and talents of a group of people."

Mr. Durstine's book is exceedingly readable despite "the great disorder" to which he confesses in the introduction.

Chapter 23 entitled "Must We Con-

"This Advertising Business, by Roy S. Durstine. Charles Scribner's Sons. New York. \$3.

fer?" is alone easily worth the price of admission. Other business follies attacked by Mr. Durstine are telephone manners, business luncheons, "personal calls," and golf games with customers.

IF you've ever wondered what advertising is all about, you'll never get a clearer or shorter answer than Mr. Durstine offers.

"It's like this," he says.

"A radio manufacturer has a laboratory in which he works with his engineers to perfect a receiving-set. They theorize, they experiment, and finally they produce by hand something which satisfies them.

"They know that a great many people would like to have a radio set like that if it could be offered at a reasonable price. But they also know that if each set is made by hand, like the original model, it must cost a great deal of money.

"So the manufacturer designs and builds some automatic machinery. One piece of this machinery may cost fifty thousand dollars. He builds several.

"Now, he can produce these sets rapidly and at a very reasonable price. Homes are waiting for them in Florida and Oregon, in California and Maine.

"What makes him think that he can move these sets from his machines into those homes? What gave him confidence to invest in that laboratory, in automatic machinery, in that factory space? What induces him to invest in salesmen to tell the retail merchants everywhere that a radio set with his name on it will soon be ready?

"He knows that if his set is properly made and sensibly priced, plenty of people will buy it, if he tells them about it.

"So he tells them—and that's advertising."

We Sell Abroad

A "BETTER SALESMANSHIP" is chief among the reasons given by Sir Joseph Davies for the observed predominance of American cars in the British dominions. When writing in the *London Daily Mail*, he asserted that although the British cars have a patriotic good will to help their cause, can compete in price, are soundly built for long use, and have the tariff advantage, "the Americans are selling four cars to our one." The explanation is in the sales policies, for

in every town, large or small, in our dominions, you find at the motor depots, ready for trial and sale, all the leading makes of American cars. You can on the spot make arrangements for cash down or payment by instalments, and you can drive your purchase home. If you are determined to buy an English car, ten to one you must order it from England and live in hope that it will come soon.

The American policy—and it is the policy that is securing the business—is: take your goods to the buyer's door. The British policy follows too much the line of trying to sell from catalogs and descriptions.

Your Drying Costs Can Be Reduced

as the cost records of more than a thousand manufacturers prove

Previous advertisements of Louisville Dryers in this publication have reported fuel savings of 61%, labor savings of 76% and space savings of 83%. They have told how these dryers have paid for themselves the first year of operation by effecting such economies.

To those who do not yet know this 40-year-old company, the oldest exclusive builders of rotary dryers in America, these claims seem almost impossible of belief. "Too good to be true," some have called them. Yet every statement is substantiated by the cold figures of manufacturers' cost records.

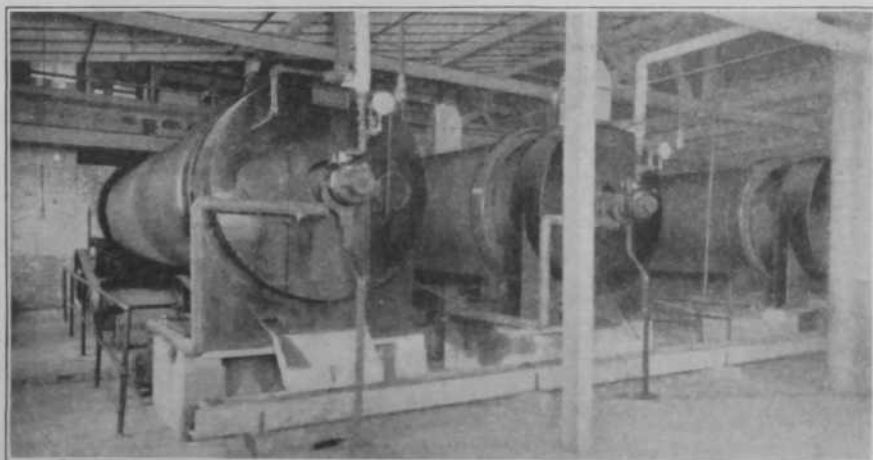
In fact, more than a thousand man-

ufacturers among fifty different industries can attest to the ability of the Louisville Drying Machinery Company to cut drying costs to the bone. The list of users of their dryers is a blue book of far-sighted manufacturers who fight present day competitors with lower production costs.

Regardless of how well satisfied you may be with your present drying process, it will pay to consult with a Louisville Drying Engineer. Such a consultation, either by mail or personally, will in no way obligate you; the economies he may be able to point out may mean thousands of dollars a year to you.

5 Ways to cut drying costs

- 1 The first way is to permit Louisville Drying Engineers to make a study of your drying problems. They will recommend a Louisville Dryer which will . . .
- 2 Cut fuel expense from one-third to one-half in many cases.
- 3 Deliver dried material continuously, thus permitting of uninterrupted plant operation.
- 4 Cut the number of attendants needed to one in most instances.
- 5 Reduce the amount of floor space required as much as 80%.



LOUISVILLE
DRYING MACHINERY
COMPANY.

Incorporated

Hull St. and Baxter Ave.
Louisville, Ky.

Cable Address, Loudry, Louisville, Kentucky

Pin to Letterhead

Mail to Louisville Drying Machinery Co., Hull Street and Baxter Avenue, Louisville, Ky., for further particulars of the service offered by Louisville Drying Engineers. No obligation.

Name

When writing to LOUISVILLE DRYING MACHINERY CO. please mention Nation's Business

THE BROOKS COMPANY,
1235 Superior Avenue,
Cleveland, Ohio

Of course I'd like my record keeping to
be faster and more economical.
I'll read your story.

Name

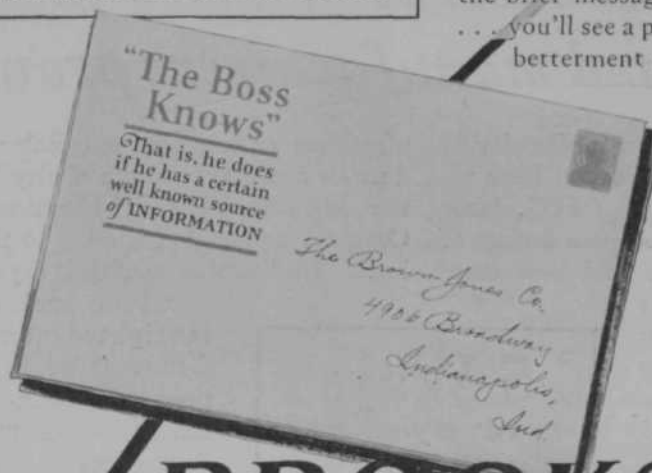
Business

Address

*This
tells it! . . .*

SEND FOR YOUR COPY NOW

IF you know what your records
cost you . . . and IF you'll read
the brief message of this folder
... you'll see a plain way to both
betterment and saving.



FLEX-SITE
PATENT SHIFT

BROOKS VISUALIZERS

WITH AUTOMATIC SHIFT

A Christmas Gift for Your Son—and You

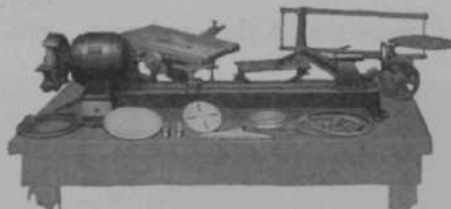
What more constructive training for that boy of yours—what more complete and refreshing recreation for your own idle moments—than the joy of "making things"?

Ar-Con Utilitool adds immeasurably to the possibilities for such worthwhile enjoyment. A complete home work shop—not a toy, nor a makeshift, but a substantial, well-built outfit which enables even a novice to turn out work of the highest quality with gratifying speed and accuracy.

A powerful motor-driven lathe is the foundation unit, supplemented by circular-saw table, jig and scroll saw, sanding disc and table, and grinding and buffing wheels. The motor is $\frac{1}{2}$ H.P., of the efficient repulsion-induction type, and is fitted with SKF ball bearings.

Truly a Christmas gift of life-long usefulness and enjoyment for your son—and you. Mail the coupon for complete descriptive matter.

THE
AR-CON TOOL COMPANY
500 Fassett Street
TOLEDO OHIO



AR-CON
UTILITOOL

may be purchased complete, or in any combination of units, to which others may be added later. Circular gives full details, with prices and terms.

THE AR-CON TOOL COMPANY
500 Fassett Street,
Toledo, Ohio

Please mail complete description and prices of Ar-Con Utilitool

Name

Street Address

City and State

A "Practical" Socialist

(Continued from page 17)

tive and courage as to ask the Government to undertake any project that private enterprise really believed could be made successful?

If business men believe, as most of them profess to, that government management is sure to be inefficient, how can they believe that government management of the barge line will be efficient enough to make it a success?

If the Government does make a success of it, why have the barge line taken over by private enterprise? Why not have the Government only continue to own and operate it, and then see if the Government cannot also make a success in manufacturing, mining and other lines of business?

If socialistic policy in the field of transportation is desirable, why not in all lines of business?

It is easy to understand why the Government should get out of a business in which it makes a failure, but will not private enterprise show a great deal of imprudence if it stays out of the barge business until it has been made a success at the expense of the tax-payers, and then tries to grab it in order to get the profits?

What Makes a Failure?

THERE are still other questions that may be asked of business men who are backing government ownership and operation of the barge line.

What evidence will be required to show that it is a failure? What will be done with it if it is a failure? No answer ever has been made to these questions by either the business men or the politicians who have got the Government to engage in transportation.

If the measure of success or failure is to be merely the freight rates charged, and not the total capital and operating costs incurred as compared with the service rendered, then plainly the Government may incur heavy losses to be paid from taxes without the experiment being held a failure. Furthermore, with municipalities throughout the Mississippi Valley investing substantial amounts of public money in water terminals, it seems certain that even though, measured by ordinary economic and business standards, the experiment could be conclusively demonstrated to be a failure, it would be extremely difficult to get the barge service abandoned, or even to prevent it from being extended.

Government ownership and operation of a barge line is just as socialistic as government ownership and operation of steamships on the ocean, although business men are trying to get the Government to sell its ocean steamships while favoring extension of its barge line operations. It is just as socialistic as government ownership and operation of railways would be. As it involves the Government in direct competition with

MIRACLES IN WOOD

that save millions of dollars for Business Men every year

How the lumber industry provides a complete technical service . . . Available to all users of wood

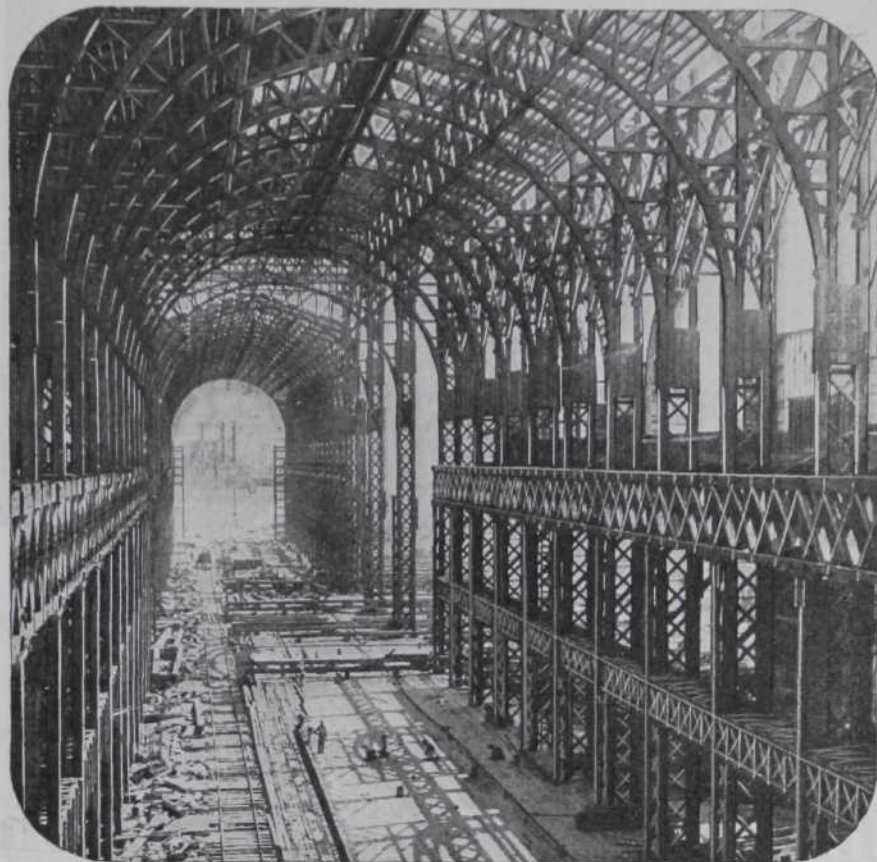
A GREAT dam is being built in Colorado. Special wood concrete forms are needed. And a lumber expert is hurriedly called into consultation.

Houston wins . . . and a great convention hall must be erected. Speed . . . economy . . . permanence . . . are the problems of construction. And again a lumber specialist is called upon.

An electrical manufacturer has trouble with acoustics. And a lumber expert helps him solve the problem.

In countless channels of endeavor, technicians of the National Lumber Manufacturers Association are performing "miracles in wood" . . . saving millions of dollars for business men every year.

From dwellings to airplane hangars. From a yacht to a tremendous factory



Large All-Wood Exhibition Hall—Note Wood Roof Construction

THESE 17 great associations affiliated with the National Association maintain service organizations that coordinate with the general technical service of the National staff:

California Red Wood Association, San Francisco, Calif.—Redwood
California White & Sugar Pine Manufacturers Association, San Francisco, Calif.—California Pines, White Fir
Hardwood Manufacturers Institute, Memphis, Tenn.—Oak, Gum, Southern and Appalachian Hardwoods
North Carolina Pine Association, Norfolk, Va.—North Carolina Pine
Northern Hemlock & Hardwood Manufacturers Association, Oshkosh, Wis.—Hemlock, Maple, Birch and Northern Hardwoods
Northern Pine Manufacturers Association, Minneapolis, Minn.—White Pine, Norway Pine
Southern Cypress Manufacturers Association, Jacksonville, Fla.—Cypress and Tupelo
Southern Pine Association, New Orleans, La.—Long Leaf and Short Leaf Southern Yellow Pine
West Coast Lumberman's Association, Seattle, Wash.—Douglas Fir, Sitka Spruce, West Coast Hemlock, Western Red Cedar
Western Pine Manufacturers Association, Portland, Ore.—Pondosa Pine, Idaho White Pine, Larch
National-American Wholesale Lumber Association, New York, N. Y.
National Association of Wooden Box Manufacturers, Chicago, Ill.
Maple Flooring Manufacturers Association, Chicago, Ill.
British Columbia Lumber and Shingle Manufacturers, Ltd., Vancouver, B. C.
British Columbia Loggers Association, Vancouver, B. C.
Hickory Golf Shaft Manufacturers Association, Memphis, Tenn.
American Wood Preservers' Association, Chicago, Ill.

building. From kiln drying to the maximum spans for joists and rafters . . .

No problem is too difficult, no question too unusual . . . it's the task of these men to give the answer. They know wood technology and lumber engineering. And they're ready and willing to help you in any possible way they can.

What this Service is ... What it Does

This consulting service has been sponsored and developed by the National Lumber Manufacturers Association and 17 great Affiliated Associations . . . to save time and money for manufacturers, shippers, carriers, builders and other

users of wood, present or potential.

These consultants may be able to help you improve your product. They may save you money in lumber-handling methods.

They may work out production economies, or evolve more satisfactory methods of shipping your goods.

Wherever lumber enters, or should enter, your business . . . these lumber authorities can help you.

Clip the coupon below . . . for interesting booklets describing lumber — and this special service.

**NATIONAL LUMBER
MANUFACTURERS ASSOCIATION**
Washington, D. C.

Mail Coupon for Interesting Lumber Booklets

National Lumber Manufacturers Association
Dept. 251, Transportation Bldg., Washington, D. C.
Gentlemen: Please send me, free, a copy of the booklet checked below.

- ☐ 100 Lumber Consultants at Your Service
☐ Information on Lumber and Where to Find it

Name _____
City _____ State _____

CERTIFIED BY CENTURIES

...WOOD...

Use it—Nature renews it



"American Standard Lumber from
America's Best Mills"

When writing to NATIONAL LUMBER MANUFACTURERS ASSOCIATION please mention Nation's Business



the railways, it violates the principle generally accepted by business men, that the Government should not engage in competition with its citizens.

Why, then, do so many business men favor it? They do so because they believe it will "cheapen transportation"—for themselves. They believe it will carry freight at lower rates than the railways can afford to carry it. But the true measure of the cost of transportation by a barge line owned and operated by the Government, on a waterway improved and maintained by the Government, is not merely the freight rates it charges shippers.

The true measure is the freight rates charged, plus the operating deficit—if any—incur by the Government; plus interest on the Government's investment in the barge line; plus interest on its investment in the waterways; plus an amount of taxes upon the Government's total investment corresponding with the taxes that the railways have to pay upon their investment.

Cheap, but Not for All

NOW, of course, if the taxes the public may have to pay in order to make government operation of the barge line a "success" are to be disregarded, it may result in greatly "cheapening transportation" to the shippers, but perhaps not to the public. Any transportation line, including a railway, can carry freight at very low rates if it can get the public to pay large parts of the costs of transportation in taxes. But how about the effect on taxes? Curiously enough, in spite of all the complaints we hear about high taxes, no booster of the project ever has attempted to estimate the cost to the taxpayers.

It is generally agreed by business men that the growing burden of taxes, and the increasing tendency of the Government to interfere and engage in business, are twin menaces to our welfare.

I repeat that business men themselves are chiefly responsible for these menaces. They are constantly promoting schemes on a local, state and even national scale to increase governmental expenditures and thereby taxes.

Business men are constantly backing projects for increased governmental interference and competition with other peoples' business. They do these things in their supposed self-interest. By doing them, however, they usually, in the long run, work contrary to their own interest and that of everybody else. They have to help pay the increased taxes that they make necessary, and they set precedents, by promoting government interference in other peoples' business, that are used to justify similar interference in their own business.

And thus they go on, year after year, increasing taxes while denouncing the politicians because taxes are high, and helping to establish a socialist state while talking at their luncheons and dinners and conventions against socialism and socialistic policies.

Tomorrow you may face a plant or branch location decision

Don't gamble with "hunches." Get this free book of vital facts now! Erie offers a rare combination of economic and geographic advantages. Know the fundamentals that brought General Electric here. "5 Great Advantages"—sponsored by leading Erie business men—tells the full story. It's free to forward-looking executives. Send the coupon.

ERIE

PENNSYLVANIA

ERIE CHAMBER OF COMMERCE Date _____
Erie, Penna.

Please send a copy of your booklet
"5 Great Advantages."

Name _____

Firm _____

Address _____

N. B. 10-1-28

5

Great Advantages

ERIE

PENNSYLVANIA

free

Plea for Inefficiency in Government

(Continued from page 22)

a profit no one wants it. Either way the Government holds on to it."

One of the conspicuous instances on the other side of this account, as he shows, is the management of the air mail service by the Post Office Department. No private contractor wanted to take the risks of carrying the mail so the Post Office Department carried the mail in its own planes until an experiment had been turned into an operating commonplace. Then it got out of the business. But this does not happen often in the government service.

Perhaps he has made good his argument that government competition with private enterprise is unprofitable to the Government in the long run. Perhaps not. It might be amplified indefinitely. But he had a far more serious charge in mind when he declared that "the best public servant is the worst one." When he made his "plea for inefficiency in government." He sees in the super-efficient chief of a government bureau an agent who is unconsciously aiding in transforming our republic into a socialized democracy.

"That transformation will probably come, anyhow," he mused. "Maybe nothing can stop it."

Centralization Everywhere

THE centralization of business makes for the centralization of government. It is easier for the Department of Commerce to talk turkey to the National Association of Face Brick Makers than to rouse each owner of a brickyard out of his sleep. The Treasury feels the pulse of the country more easily because the banks are largely grouped. During the war it seemed desirable to bind the railroads in one sheaf. That experiment was not wholly successful. It headed too directly toward government ownership.

"But if it had been successful," asks Ferguson, "if the roads had been as efficiently operated as the men who devised that plan hoped they would be, do you think they would ever have been unbound?"

"And if the roads were being operated by the Government today would they have strengthened the hand of the administration in power—or the government, if you like it that way—or not?"

He foresees—fears, if you like that better—the time when our loose ends will be drawn together in a tight governmental knot. "In a socialized democracy."

It is evident to him that if the business of the country is concentrated in a few hands and if the Government of the country is held in a few other hands the few hands on the one side will play with the few hands on the other. The rest of us will have nothing to do but go fishing



The Big Business Event of 1929

New Spain, fourth wealthiest nation in Europe, is on the threshold of an era of tremendous industrial and economic progress. Great undertakings are being organized, works of exceptional importance are under way, and already new industries are flourishing.

Barcelona, greatest seaport on the Mediterranean, Southern gateway to Europe, one of the most progressive commercial cities in the world, invites industrial and commercial America to participate in a great *International Exhibition of Industry, Commerce and Art*, under the patronage of His Majesty the King—Don Alfonso XIII.

Leading manufacturers and industrialists from all over the world will display their products in magnificent palaces erected on the heights of *Montjuich*, Spain's most beautiful natural park.

12,000,000 square feet of space, overlooking the city of *Barcelona* and the sea, have been reserved for commercial exhibits and for the demonstration of industrial processes and scientific achievements in business. \$22,000,000.00 has been appropriated by the Government of Spain and the city of *Barcelona* toward the success of the project.

The Exhibition of Barcelona 1929, most important economic event since the World War, presents your first and best opportunity to make profitable new connections and to strengthen your old connections, not only with Spanish markets, but with those of all Europe as well.

....
Special transportation rates and no tariff charges on Exhibition materials. Exhibition space without charge for American manufacturers anticipating a Spanish Market for their products. For full information address

SEÑOR M. VENTURA, Delegate to the United States
Steinway Hall, Dept. 101, New York City

International Exhibition Barcelona

MAY—1929—DECEMBER

Packages insured as wrapped



NO waiting your turn at crowded windows, no extra handling of packages, no delays and no red tape in collecting on packages stolen or destroyed in the mails. That's the satisfaction of North America Parcel Post Insurance. Coupons from a North America Coupon Book insure each package at the wrapping desk—and cost but a few cents.

Ask the North America Agent or send the attached coupon for full information.

the North America way

"The Oldest American
Fire and Marine
Insurance Company"

Founded 1792

Insurance Company of North America
Sixteenth Street at the Parkway
Philadelphia, Pa., Dept. N 3

Name

Street

City.....State.....

Wants information on Parcel Post Insurance



MANIFOLD for Air Mail ★★

USE the Air Post Regularly. Rate now 5 cents an ounce—any distance—10 cents for each additional ounce or fraction. Reduce weight and bulk of correspondence by using Dexstar Manifold Paper. Equally valuable for Foreign mail.

Dexstar Air Mail Manifold is light and strong (rag stock); available in various weights of white, and in 7 colors.

Sample Ream—500 sheets, white,
8½ x 11in.—\$1.00 delivered

C. H. DEXTER & SONS

Incorporated

WINDSOR LOCKS

CONN.

★ ★ ★ ★ ★



The
Atlanta Biltmore
Atlanta

The South's Supreme Hotel

A Bowman Biltmore Institution

"Where Southern Hospitality Flowers"

Guests' Comforts above all else

Rates from

\$3.50

Golf for Biltmore Guests

Jno. McEntee Bowman, Pres. Wm. Candler, Vice-Pres.
W. C. Rogers, Vice-Pres. and Manager

on our days off. The concentration will be accelerated by the superefficient public servant.

"It is so darned easy," he said, "to make a new cabinet position. Here you have four or five little bureaus whanging along, every one doing good work, valuable work, all bright-eyed and panting and enthusiastic and making speeches on the radio and sending out films and weekly letters to mothers and advice to expectant farmers. Out of the mess grows a big man. When he talks congressmen grow soft and tender. A President sees the chance.

"Let us have another big department," says he. 'Unite all these good little bureaus under this good big man. Teamwork, you know. Whoopee for efficiency!'"

Once they are united no man may put them asunder. They're married for keeps. A new department always grows, and with a big man at the head it magnifies. Little by little it reaches out into what is left of our private life and snips off a piece here and a piece there of what were once called our liberties.

It is always aided by wet-eyed ladies and the fanatic gentlemen who have nothing much to do and press agents who want jobs and congressmen who see another little prop against election day. So the Government grows. So are we increasingly divorced from it. Even now the man who sells lampshades has about as much to do with the American Government as has Lloyd George. No fooling.

Harold J. Laski has written three or four books on the science of politics. Eight years ago he was a lecturer on the Harvard faculty and conservatives were holding nightly charivaris in front of Dr. Lowell's home because he would not gag the young man. He saw too clearly and talked too much, the conservatives said.

Government Out of Step

IN a recent discussion of our political system Laski suggests that it is no longer in step with the times. The centuries have moved past it. The joints creak. The wheels rattle. "The work of government requires a perspective of drama." We lack that. "The knowledge that grave error may precipitate a catastrophe" keeps both the party in power and the party that hopes to get into power on the alert. Nothing of that sort, here, Laski says. No matter how completely rotten conditions may be, by the time the voters can get a crack at those responsible all has been forgotten.

It is a pretty big country, too. Not only are the executive and legislative bodies unable to work effectively together, Laski says, but as has been pointed out we know too little of each other. We speak of a government of states but it is in fact a government by sections which are united by shared interests.

George B. Cutten, president of Colgate University, recently called renewed

attention to the fact that in the presidential campaign of 1924 only one half of us voted.

Whether we like it or not it seems possible that our bigness, our diversity of interests, and the peculiarities of our political system, to quote Laski again, have rendered "the American less instinctive with the sense of the state than the citizen of any first-rate European power. He feels less related to, less responsible for his government—"

Becoming a Subject People

AND so, if Ferguson is right and Laski is right and other observers are right, we are becoming less of a self-governed people than a governed people. No doubt we could overturn a too highly centralized system but there is no probability that we will, so long as it governs us fairly well and does not bother us too much.

Russia has a government of that sort today. No one is interfering with the political rights of the muzhik. He can vote and attend caucuses and whoop around within reason. But after he has blown off his steam the Government of Russia still remains firmly held in the hands of a small group—less than one per cent of the total population—and the only way to get it out is with a hatchet. The ninety-nine per cent are not hatchet-men. Neither are ninety-nine per cent of Americans.

Perhaps this will be the ideal government for the future. Perhaps not. Ferguson seems to think it is headed our way, whether it be good or bad. Because he does not anticipate a bureaucratized government gladly he makes his plea for more and finer inefficiency in Government. He wants men in office who will go along and do their work well but not too well. He wants the Government to keep out of competition with private interests. If the Government will just let us a little more alone we will go on suffering and sorrowing and competing and biting in clinches and having a rather terrible time.

When we are thoroughly and wisely governed we will have been eased out of citizenship and become apprentices in muzhikery.

But what are we going to do about it? Ferguson answers the question himself. Probably nothing.

Up's and Down's of Stocks

A MAN who has been manager of several big stock market pools was recently telling me a few of the tricks of that line of endeavor.

"Occasionally there is a leak of the plans of even the most carefully handled pool," he said, "and then it becomes necessary to drive the stock down instead of up at the time prices were expected to advance. This is to prove that whoever leaked the information must have been wholly unreliable."—F. C. K.



UHL STEEL

Tool Tables

Sturdy, Portable and Convenient

THOROUGHLY practical shop equipment. Will stand the hardest usage and abuse. Made of Cold Rolled Steel—not angle iron. Will never rack or go to pieces. Light, strong and handy, with big, three inch, easy rolling steel bronze bearing casters. One, two or three trays—adjustable in height. Trays cannot slip. Trays can be reversed so as to form smooth flat top. Steel drawers can be supplied if desired.

Dome shaped steel feet or 6-in. iron wheels in place of casters if desired, at slight additional cost. Other variations in size and style to order. We make many other items of UHL Steel Shop Equipment such as Trucks, Tables, Stands, Stools and Chairs. Our catalog should be in your file.

The Toledo Metal Furniture Co.

Makers of the UHL Steel "Postur Chair"

2006 Hastings St.

Toledo, Ohio

The Toledo Metal Furniture Co.
2006 Hastings St., Toledo, Ohio.
You may send catalog.

Name.....

Address.....

Who are our 285,000 Subscribers?

They are executives in 136,679 Corporations*

In these corporations this magazine is being read by the following major executives:

Presidents.....	71,564	Department Managers	
Vice-Presidents.....	32,405	(Branch—Purchasing—	
Secretaries.....	31,350	Sales—Export, Etc.).....	21,318
Treasurers.....	15,162	Major Executives.....	224,012
Partners and Proprietors....	17,442	Other Executives.....	16,958
Directors, Chairmen of Boards,		Total Executives.....	240,970
Comptrollers, General Coun-		All other Subscriptions.....	44,030
sels, Superintendents and			285,000
Engineers.....	12,227		
General Managers.....	22,544		

NATION'S BUSINESS, Washington, D. C.

*Figures based on a complete investigation of all subscribers in twelve cities




Childrens' Paradise— California

THE Santa Fe will take you and your family there—swiftly in comfort and luxury.

A fascinating pageant parades past Santa Fe train windows. Glistening peaks, abysmal chasms, Indian pueblos, romantic ruins. The Southwest is wrapped in mystery and radiant with beauty.

Six Santa Fe trains leave Chicago and Kansas City every day for California. Fred Harvey dining service is the best in the transportation world.

*Grand Canyon and the
Indian-detour on your way*

mail this coupon 

Mr. W. J. Black, Pass. Traf. Mgr.
Santa Fe System Lines
919 Railway Exchange, Chicago
Am interested in winter trip to

Please send detailed information and descriptive folders.



When writing please mention Nation's Business

NEWS OF ORGANIZED BUSINESS



San Francisco Chamber of Commerce, founded 1849

The 1928 Power Show

THE Seventh National Exposition of Power and Mechanical Engineering to be held December 3 to 8 at the Grand Central Palace, New York, brings together buyer and seller and machinery, because the Exposition is held during the annual conventions of the American Society of Mechanical Engineers, and the American Society of Refrigerating Engineers. The members of these organizations come from all parts of the world to compare ideas and problems and, in the Power Show, they visualize latest developments in their lines.

Manufacturers whose sales depend on the selection or recommendation of engineers and industrial executives can well realize what this exposition means to American industry. By the Power Show, the seller saves by not having to send so many salesmen out over the country. The buyer profits by the knowledge gained when he reviews together all the recent improvements in the line in which he is interested. And the salesman has his samples for display.

In no place is there such a collection of engineering ability as is annually assembled for this meeting. Visitors to the Power Show during the past eight years have increased from a few hundred in number to a list of registered visitors of 25,000 and a general attendance of 100,000 for the week.

The importance of the Exposition is proven by the fact that of the 25,000 registered visitors last year more than 6,000 were officers of corporations or plant owners and sales executives, 5,000 were engineers and designers, and 4,400 were technical men who had come to see the latest achievements.

The Power Section of the coming Exposition will include displays of boilers, stokers, grates, oil burners, fans, blowers, pipe, valves, and instruments of precision and control.

In the Heating and Ventilating exhibit many new features are expected this year.

The Exposition will have an exhibit of belting and the related material covering the entire transmission field. The materials handling section will give

demonstrations of various types of industrial trucks, hoists, cranes, winches and conveyors. The tool and machine tool section will have a complete exhibit of lubricants and lubricators.

An opportunity is offered in the Show this year in the marine field. The recent legislation requiring the disposal to private owners of all Shipping Board vessels has awakened this field and new activities are opening up rapidly with shipbuilders much encouraged. Many naval architects and consulting engineers yearly visit the Power Show and this year many products to be exhibited will interest all connected with this branch of industry. Maximum power at a minimum cost, and economic space utilization with low maintenance are two of the problems that are constantly before the mechanical engineer in the industrial marine field.

There are between seventy-five and a hundred new exhibitors this year. These exhibitors are divided fairly evenly among the several groups.

There is no individual or group of individuals who does not benefit directly or indirectly by the mechanical equipment shown at the Power Show. The widening field of power and mechanical engineering has spread out until it touches every corner of the civilized world, easing the labors of all and providing necessities and luxuries for us all.

**Marietta Is on
a New Map** THE Marietta Chamber of Commerce has been striving for something new, distinctive, and interesting in publicity. It seems to have obtained it.

The town decided that it had no more or less advantages to offer manufacturers or new businesses than did many other towns of its approximate size. It quit bidding for factories and started interesting people in the town of Marietta. It tried to get people to the town and personally acquainted with its people and its potentialities.

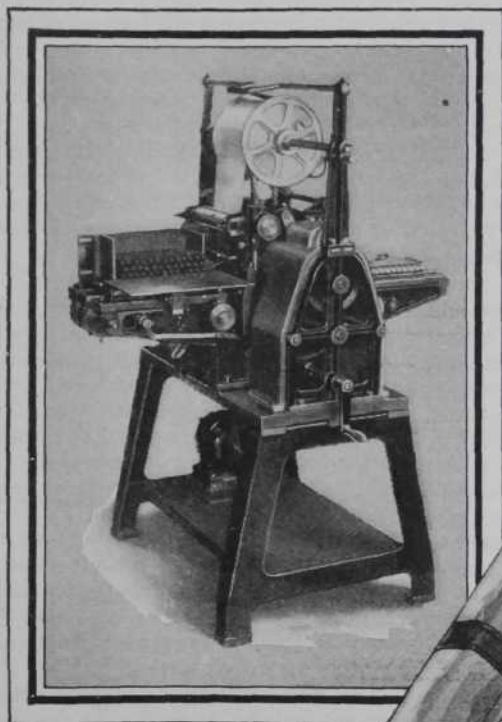
Some two years ago Marietta became "the best marked city in the world" as its Chamber tells us. Much national publicity was gained by that effort.

A further effort in publicity was the creating of a folder about 18 by 25-inches

Developed....



... to give greater satisfaction



APPROXIMATELY six billion cigars are sold each year in ones, twos and pocketfuls. Naturally, then, the individual smoker welcomed the foil-and-paper wrapper, because it protects the cigars from damage in handling and keeps the full flavor intact.

AMF engineers made it both practical and economical for the cigar manufacturer to foil-wrap cigars. They developed and built the Automatic Foiling Machine illustrated for the International Cigar Machinery Company to wrap cigars in foil and tissue paper, snugly and attractively.

Automatic machinery has been developed by AMF engineers to solve production problems in many varied industries. A quarter century of intensive experience is at your disposal. Perhaps you, too, can use this fund of technical knowledge to advantage...

AMERICAN MACHINE & FOUNDRY CO.,

Sales Offices: 511 Fifth Ave., New York City, N. Y.

Works: 5502-5524 Second Ave., Brooklyn, N. Y.

Typical AMF Producing Partners

Standard Cigarette
Fresh Work Cigar
Soft Work Cigar
Cigar Sorting
Stripping & Booking
Milk Bottle Sealing
Standard Breadwrapping
Duplex Wrapping

Wrapping & Sealing
Automatic Sacking Scales
Automatic Net Weighing
Ogden Multiple Duplicating
Genest Fur Felting
Cigar Foiling
Fee Process Filling
& Weighing, etc.

AUTOMATIC MACHINERY

When writing to AMERICAN MACHINE & FOUNDRY COMPANY please mention Nation's Business

A Charming City of Homes



By day you work in the "Dynamo of Dixie"—by night you rest in your home on Lookout, Missionary Ridge or Signal Mountain—world-famous for fascinating scenery and healthful atmosphere—or enjoy the thousand-and-one attractions of a city of 150,000 community population.

Because of the magnificent climate and home conditions in Chattanooga, high-calibered representatives are glad to live and do their best work for you here. Year-round golf on four 18-hole courses. Almost every known sport and recreation. Over one-third of U. S. population within 24 hours by rail—nine railroads make low freight and passenger rates—60.4° average annual temperature. Let us demonstrate how distributive factors in Chattanooga cause bulging Southern volume and profits. Send for handsome illustrated booklet, "Scenic, Historic, and Industrial Chattanooga," free!

Chattanooga

DYNAMO of DIXIE

GARNETT ANDREWS, Director
Chattanooga Community Association
Chattanooga, Tennessee

Clean with

YOU can conserve time and labor, reduce re-handling and eliminate rejects due to faulty cleaning by using Oakite materials in your production cleaning operations. Take advantage of our experience of nearly 20 years helping other concerns put cleaning operations on an efficient, money-saving basis. Booklets free. Write today.

Oakite Service Men, cleaning specialists, are located in the leading industrial centers of the United States and Canada

OAKITE PRODUCTS, INC.
244 Thames St. New York, N.Y.

OAKITE

Industrial Cleaning Materials and Methods

When writing please mention Nation's Business

which folds to about six by eight. On one side of the folder is a drawing in old cartographic style, showing the streets, directions, and pictorial representations of the points of particular interest to strangers. The reverse of the folder contains views of points about town with some copy.

The maps were distributed by the members of the Marietta Chamber of Commerce.

The distribution has been very inexpensive and very effective.

Selling on a Schedule

RETAILERS are many steps behind the manufacturers and jobbers of this country in the matter of cooperation. Consequently, it takes more time to get them together to work out cooperative sales events, trade promotion, and cost comparisons.

After nearly three years' experience in Texarkana, Arkansas-Texas, the merchants have worked out a twelve months' program of sales events which is attractive to both merchants and to retail buyers.

Texarkana is a town of 32,000 persons, located half in Arkansas and half in Texas. In its natural geographical trading area 533,000 people reside. The problem of Texarkana merchants has been getting them into the habit of coming to Texarkana regularly, instead of going to other nearby trading centers.

Monthly sales events have been used to form the habit. Robert Maxwell, Secretary of the Merchants' Bureau, Texarkana Chamber of Commerce, gives a summary of the sales events:

The first week in January makes an ideal time for a Clearance Sale. Texarkana merchants this coming Christmas will not offer any "after Christmas sales" until January. Practically all retailers in all lines will concentrate their efforts on clearance sales January 1-5 and past experience has taught them that when the stores close on the night of Saturday, January 5, very little clearance merchandise will be left on the shelves of Texarkana stores.

Either the first or second Saturday in February is "Dollar Day." Dollar Days are very popular. On the last Dollar Day one shoe retailer offered a lot of odd-sized shoes at \$1.00 a shoe—\$2.00 a pair. He sold the entire lot, more than 200 pairs, before noon. One department store sold 800 pairs of women's hosiery during the day.

Each Spring is ushered in by a Spring Opening and Style Show. Last March this was combined with an automobile show. Two blocks in the downtown area were cleared of traffic and lighted for the display of new auto models.

New Spring merchandise was displayed in the stores by live models, but no merchandise was sold. Thousands of people thronged the streets even in the face of bad weather.

April and May are too early in the season to permit a price appeal. The stores do not choose to give away their profits this early in the season. There-

fore, Texarkana retailers plan for next year a "Five Dollar Day" for April and a "May Day" for May.

This year Texarkana celebrated "Children's Day" on June 16. In the entire year's program June is the only event at which extensive entertainment is featured.

July, like January, is the month of clearance. However, instead of extending the July Clearance over several days as in January it has been found that a one-day sale is of greater value and more likely to succeed than a longer period.

August again offers exceptional opportunities for a Dollar Day. Merchants like to offer real values and the buyers like a Dollar Day better than any other. The trouble in most cities is to keep from having them too often.

September is the time of the Fall Opening and Style Show. Style is featured. Price is a secondary consideration in putting over the Fall opening.

October sees the "Harvest Sale." In the South cotton is moving. Cotton means money. A Harvest Sale is the attraction to bring in the customers.

The last day in October is Hallowe'en. Last October there was a Hallowe'en Festival in conjunction with the American Legion.

This was the third annual event. Prizes were offered for the best costumes. A street dance completed the program.

November is the month of Thanksgiving and turkey. A "Thanksgiving Sale" is very appropriate. Dry goods stores feature linens. Jewelers offer silverware. Hardware stores advertise cutlery and kitchen utensils.

On the day after Thanksgiving the early Christmas buying campaign will start with a window opening. Gift goods are featured until Christmas Day.

All efforts in December are devoted to getting shopping done early. News stories and paid advertising space are used.

Texarkana merchants have tried practically every day in the week for sales events. They have definitely agreed on Saturday for all of them. People in nearby towns are attracted on Saturday more easily than on any other day and the merchants think it would be foolish to use any other.

They formerly tried to provide entertainment features on each sales day, but have found that these features, instead of adding, detract from the value of the event. On Children's Day and during the Christmas campaign they have their only entertainment features and they are not very complicated.

In putting these events over the usual methods are used: Advertising in the local paper with out of town circulation and in addition space in thirty-four papers of nearby towns. A direct mail campaign to a selected list is carried on for the Spring and Fall openings.

Sales events are the most spectacular of all the merchants' cooperative activities, but by no means are they the extent of the activities.

Booths in all nearby fairs, advertising vigilance, a pay-up campaign, elimination

45.3%

USE PHOTOGRAPHS.

..... *to tell the Sales Story*

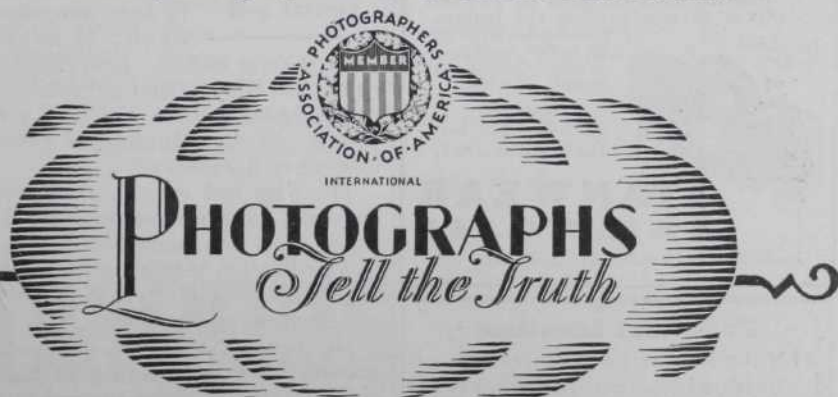


*Ask
any Commercial
Photographer
for this Book*

THIS book "How to Use Photographs in Your Business" is chock full of helpful suggestions; ideas that you can put right to work in your business. Ask your local Commercial photographer for a free copy; or address National Advertising Headquarters, Photographers Association of America, 136 East Market Street, Indianapolis, Indiana.



YOU'VE noticed of course that more and more able advertisers are turning to photographs to tell the sales story. Out of 108 display advertisements in a recent issue of a prominent women's publication it was found that 49 (or 45.3%) were illustrated with photographs. In other words nearly half of the advertisers chose this one medium. And no wonder! For people have faith in photography. They *believe* the evidence of the camera. Your local photographer makes photographs that makes sales. Call on him.



YOUR LOCAL COMMERCIAL PHOTOGRAPHER CAN GET THAT DISTANT PHOTOGRAPH *Quickly*

Motion Pictures

SELL with Motion Pictures! Show your product in action... how it is made... how others are using it. Your prospects are eye-minded. Sales resistance breaks down when they are shown Motion Pictures.

The Acme Portable Projector is especially equipped for this work. Uses standard films. Plug in a socket and it's ready for use. Exclusive feature permits showing still pictures from films. Can be used indoors or out. Send for complete information and let us arrange a free demonstration at any place you may desire. No obligation.

ACME DIVISION

International Projector Corporation
90 Gold St. New York City

Gentlemen: Please send me FREE information RA-11

Name
Address
City
State

DON'T FLY OFF THE HANDLE

if the handle of your brief case flies off!



The patented handle on the STANWEAR BRIEF CASE can't fly off because it is constructed from a continuous piece of solid leather, attached to the body of the case, reinforced with a steel bar with four steel rivets and heavy stitches. No metal connecting parts to wear out the leather by friction. No rings to come apart. The only brief case made with this handle. A 3-year service guarantee says it can't fly off. Comes in all popular colors and leathers.



Retails from \$6, \$7.50, \$10 to \$20. At all good dealers. Catalog on request. Sent free.

Standard Brief Case Co., Inc.
552 Broadway, N.Y.

STANWEAR BRIEF CASE

Built with the handle that won't come off!

Practical Idealism

“Your magazine radiates ambitious idealism, and what is more, it is practical idealism.”

H. SETON MONTGOMERY
Wanguni, New Zealand

of unfair practices—all of these things occupy an important part in the Texarkana Merchants' Bureau activities.

Morris Plan Convention

The growth of the Morris Plan Bank was brought strongly to attention by the October convention of the Morris Plan Bankers' Association at Richmond.

The billion dollar mark in loans has been passed, and millions of dollars' worth of Morris Plan Certificates are in the hands of the public.

This type of banking is being successfully operated in nearly every state of the Union. Many new angles of service were discussed and voted upon by the convention.

Even Europe has focussed attention on the Plan. Several executives have recently been invited to confer with foreign bankers and there are many letters from persons abroad showing interest in it as a result of its success in this country.

Award for Advertising

The Harvard Advertising Awards Committee of the National Industrial Advertisers Association has just announced the annual Bok Award of \$2,000 for the best industrial advertising campaign for 1928 appearing in newspapers and periodicals. The closing date for the competition is December 31, 1928.

It is thought that too few have been competing for this award in the past few years to make it of most value to the industry.

Inasmuch as a description of the campaign must be submitted with the advertisements in the series, it will readily be seen that the data thus assembled will greatly help the technique of advertising.

The details of the campaign are in the Harvard Awards Prospectus which may be secured from Harvard Graduate School of Business (Harvard Advertising Awards), Soldiers' Field Station, Boston, Mass., or from O. H. Oberndorfer, chairman N. I. A. Awards Committee, care Silver Steel Casting Company, Milwaukee, Wis.

Minneapolis Greets 4-H

For six years the business men of Minneapolis have annually honored Minnesota's younger farm leaders. Every September more than 800 boy and girl exhibitors at the Minnesota State Fair are given a banquet by the Minneapolis Civic and Commerce Association.

The boys and girls thus honored are ones who have won awards in 4-H club work. This club, named for its emphasis on coordination of head, heart, hands and health, is an organization of junior farmers—farmers of tomorrow.

The banquet this year was held September 6. As the more than 800 boys and girls of the 4-H clubs trooped into the banquet hall, they were greeted personally by nearly a hundred representative Minneapolis business men.

The hosts do not sit apart at a head table, but mingle with the boys and girls. They deem it worth while to become better acquainted with the progressive farmers of a few years from now.

The guests were invited there not to allow the business men to make speeches at them, but to foster a closer and more friendly contact between city and country to help solve common problems in the future.

Experience has shown that the party is most successful when the boys and girls furnish some of their own entertainment. Therefore, talented members are welcomed on the stage, although professional entertainment is also furnished.

It's something remembered for the whole year by both hosts and guests.

Foreman Trainers

The National Metal Trades Association, through its Indianapolis branch, is giving a three weeks' course to train "Foreman Conference Leaders." The classes will be held daily each afternoon for two and a half hours.

The instruction courses given there are conducted by A. R. Pierce, director, Department of Industrial Education, National Metal Trades Association. The foremanship course in the metal trades was prepared by practical shopmen and the lessons are adaptable for home study or group conferences.

The courses of the Metal Association are not in any sense commercial. They are designed primarily to stimulate the adoption of the shop-conference foreman-training plan which has already proven successful in many individual plants in which it has been tried.

Wide Use of New Invoice

The simplified invoice is coming into general use according to a report of the Commercial Standards Group, Bureau of Standards, Department of Commerce.

The Machine Builders' Society reports that 80 per cent of its membership will be using the simplified form as soon as present stocks of old forms are exhausted. Fifty-two per cent of members of the Society reported that they are already using the form.

The National Association of Wholesale Druggists reports that 90 per cent of its members are using the form.—W. L. H.

Coming Business Conventions

(From information available October 2)

Date	Place	Organization
October 13-15	Washington	American Association of Advertising Agencies
13-15	Omaha	Mid-West Implement Dealers Association
13-16	Detroit	National Association of Ice Industries
13-17	Biloxi, Miss.	American Institute of Steel Construction
14-16	Utica, N. Y.	Associated Knit Underwear Manufacturers of America
20	New York	Railway Business Association
20-21	New York	National Association of Finance Corporations
20-21	Buffalo	American Veneer Package Association
21-22	New York	National Founders Association
22-23	New York	National Industrial Traffic League
24	St. Louis	American Corn Millers Federation

This grainless wood board can be cut out, punched, die cut and shaped!

Has a smooth, attractive surface on the face side and requires no paint for protection. Also takes any finish beautifully. Possesses uniform strength, highly resistive to moisture, very dense and tough. New uses discovered almost every week. Send for large free sample, and find out what you can do with Masonite Presdwood.



FOR STORE FIXTURES

If you are a manufacturer, an inventor or a mechanic of any kind, you will certainly want to know all about Masonite Presdwood, the grainless wood board of a thousand uses.

Presdwood has now been on the market over two years, and in scores of industries it has helped

to make good products better and cut down operating costs.

In fact, results prove that Presdwood is workable and adaptable almost beyond belief. It can be cut out. It can be die cut and punched. It will not crack or check. It will not split or splinter. It can be used on saw, planer, sander and shaper. It is highly resistive to moisture, it has uniform strength, it is very dense and tough. It has a smooth, attractive surface on the face side, requires no paint for protection, and takes any finish beautifully.

"A truly wonderful product," says practically everybody who has put it to the test. And note particularly that Presdwood contains no foreign substance of any kind, not even a chemical binder. It is simply wood torn apart and put together again—clean, fresh wood straight from the forest, and nothing else!

Astonishing range of uses

There actually seems to be no limit to the uses for Presdwood. We ourselves are astonished almost every week by some entirely new and unexpected demand for it.

Not only are thousands of feet of it going into the making of such things as table tops, breakfast nooks, store fixtures and signs, but it is being extensively used in the manufacture of toys, doll houses, fire screens, tension boards, bread boxes, clothes hampers, and dairy containers.

FOR PLAYHOUSES AND TOYS



© 1928, M. F. Co.

Mills: Laurel, Mississippi

Masonite

PRESWOOD

Made by the makers of
MASONITE STRUCTURAL INSULATION

REG. U.S. PAT. OFF.

Bank vaults and telephone booths are lined with Presdwood. It is being widely used in building steam boats. It makes an ideal flooring for dance halls and park pavilions. It is becoming more and more popular for all kinds of paneling.



FOR PANELING

Cooling trays for hot castings, starch trays for candy factories, bedroom screens, invalid trays, incubators, dust arresters for journal boxes, bowling alleys, and shutters for Dutch Colonial Houses—all of these things are made of Presdwood.

Where especially fine, smooth work is required, there is nothing like Presdwood for concrete forms. Presdwood is used extensively in making movies. Not forgetting that the Chicago Art Institute has found this grainless all-wood board an excellent material for backing and protecting rare works of art!

Try Presdwood yourself

Presdwood has scores of other uses, and new uses are being discovered week after week. Remember, too, that Presdwood is not only workable almost beyond belief, but that it positively will not damage tools.

Adaptable for any woodworking machinery, uniformly strong, and highly resistive to moisture, it can also be lacquered, painted, stained or varnished. And yet it requires no paint for protection.

Write for a large, free sample of Masonite Presdwood, and find out what it will do for you. It may be the very material for which you have long been looking. It may enable you to make a worthwhile improvement in your product, and at the same time lower your operating costs. Try Presdwood for yourself!

MASONITE CORPORATION

Sales Offices: Dept. 1411-8, 111 W. Washington St.
Chicago, Illinois

IN BUILDING BOATS





Opens and closes ..at the touch of a button

A touch of the button. Swish! PEELE Freight Elevator Doors...glide up and down smoothly, swiftly and quietly. With the advent of the PEELE Electrical Door Operator...the modern Genie...electricity has displaced manual labor, increasing the efficiency of vertical freight transportation. The development of PEELE engineers...tested for over a decade...these modern, time-saving, electrically operated doors are installed in scores of America's leading buildings. C. For freight elevator doors of safety...longevity...faultless operation...economy...consult one of our engineers. Or a catalog...illustrating the various types of PEELE Doors will be sent on request.

THE PEELE COMPANY, Brooklyn, New York
Branches, Chicago, Cleveland, Philadelphia and 30 other cities
In Canada: Toronto and Hamilton, Ontario



PEELLE Freight Elevator DOORS

"The doorway of America's freight elevator traffic"

Fool Selling that Kills Profits

(Continued from page 40)

grant the concession, if we lowered our prices five per cent. That question seemed to set him thinking, and I hope that he has realized his error.

The truest thing this manufacturer said was his admission that he was trying to buy his way in. A great many others have adopted similar practices for the same reasons, but the special concession is practically always an attempt at economic bribery. If the manufacturer has priced his goods fairly on a basis of cost to his distributors, he may take the easiest way to secure a few additional orders, but he is merely reducing his business to commercial prostitution and contributing to the demoralized condition of our distribution.

Many of the manufacturer's bad merchandising practices are the result of a lack of fixed business policies. My experience has proved that failing to adhere to a definite policy of doing business is to be tossed around like a feather in a windstorm. With no standard of action, a great deal of valuable energy is wasted by a manufacturer in deciding what his action should be.

Standards Are Needed

HOW is it possible to hold those who work with us and for us to any definite and righteous course, if we have no standard? If we have no definite business policy, it certainly follows that we have no definite standard of quality of merchandise, no definite standard of price, and therefore no definite standard of profit nor of service.

If we have one policy for one class of buyers and another policy for another class, then by all the laws of equity and justice we have no right to conceal either policy, and as long as we do we shall be selling goods under false pretenses and adding to the present confusion and demoralization. To clear our distributive atmosphere, every manufacturer must accept the truth that the sale of his goods is never completely consummated until his products are giving satisfaction in the hands of the consumer.

My company is selling its goods to the consumer through the channel of distributor and retailer. All distributors pay the same prices, for we consider that they are giving service in the necessary process of getting goods from the manufacturer into the hands of the consumer. If one distributor covers a larger territory than others and buys in larger volume we do not believe that he is entitled to a lower price.

We have no ethical right to give one distributor an advantage in price that will enable him to disorganize the distribution of our products. I am convinced that something of the same idea must be accepted as a policy by all manufacturers, if we are to prevent the demoralization of our distributive system.



HEALTH
AND
EFFICIENCY
WITH
V-W
VENTILATORS

For Health and Efficiency, the modern office demands proper ventilation.

This is best secured with V-W Ventilators, which have patented R-shaped vertical louvers which stop all draughts, dirt, rain and snow.

Overcome these two evils



No Ventilation

WITH
V-W

VENTILATORS



Over Ventilation

Write for "The Opening to Better Health"

The V-W Ventilator Co.
2889 A. I. U. Bldg. Columbus, Ohio

In KANSAS CITY warehouse with ADAMS

TRANSFER & STORAGE CO.

Responsible—Reliable—Reasonable

"Recommended by the Wholesale District" Merchandise Storage

Pool Car Distribution, Freight Forwarding, Twice-Daily

City Delivery Service, Inter-City Motor Delivery

Member: American Chain of Warehouses

Marketing data about the Kansas City territory, free on request



ADAMS DISTRIBUTION SERVICE

"MASTERLY AID"

ECHOING the opinion of thousands of other heads of nationally known corporations, W. L. Crocker, President, John Hancock Life Insurance Company, says of NATION'S BUSINESS

"IT IS A MASTERLY AID TO ALL BUSINESS AND INDUSTRY"

HUMAN NATURE IN BUSINESS



By FRED C. KELLY

AFTER eating a hearty meal in a cafeteria recently I discovered that I didn't have a cent of money. Feeling as if I should like to crawl into a culvert, I confessed my plight to the waitress and she said she would call the boss. In a moment a nice-looking middle-aged woman came and asked in a motherly tone:

"What's the trouble?" When I told her, she said:

"Oh, that often happens"—and then handed me what she called a pass-out slip to give to the cashier. She said that so many people forget to have money with them that the restaurant has prepared for it by having a special printed form. The cashier is under instructions not only to honor the pass-out slip but to do so with the pleasantest kind of smile.

The result of this, the woman manager told me, is to take advantage of people's forgetfulness to make customers. Naturally the combination of courtesy and smiles makes people feel kindly toward that restaurant and they rarely fail to return to pay and eat again.

THE canning industry probably owes much to a Frenchman, Nicholas Appert, who was one of the first "canners." In 1795 he began successful experiments at preserving fruits, vegetables, meats, fish and other foods by heat sterilization and hermetically sealing. He had been lured into this by a prize offered by Napoleon for a process that would keep foods fresh, chiefly for use at sea.

It was 15 years later before his method was described in a treatise giving the process to the world. An establishment for hermetically sealing is still conducted by the Appert family in Paris. Appert wasn't exactly a "canner," as he preserved his foods in glass, sealed with cork. The first actual canning was done in England where an inventor named Peter Durand substituted tin for bottles.

HERE is a little tale of meeting an opportunity, grabbing it by the scruff of the neck and hanging on. Some years ago a small manufacturer of strawboard and butchers' wrapping paper in Sandusky, Ohio, was on the edge of bankruptcy. Two men, J. J. Hinde and J. J. Dauch, had a claim of \$1,800 for baled straw. A settlement was made by which



America's happiest *Hunting, Fishing,*
and *Golfing* Grounds are just at your door . . .

THE GULF COAST

DON'T plan to go through the winter without a vacation. Better run down now for a week's shooting or deep-sea fishing. Plenty of ducks—mallard, teal, pintail—and they are pulling in the big ones from West Florida to the very side yards of New Orleans.

The hunting season for quail, duck, bear, wild turkey, etc., opens shortly—go down for a week's shooting and fishing and while you are on the Gulf Coast take a look at the marvelous championship golf courses. They will make you want to come back right after the holidays and freshen up for the new year's grind. Whatever you like to do best in outdoor sports is at its finest on the Gulf Coast.

There are splendid hotels, clubs, and camps, with accommodations from the least expensive to the most luxurious. The weather is fine—little rain—

the temperature averaging above 50°. Bathe in the sunlight, drink the fine artesian well water, drive along the beautiful motor roads, ride horseback, play tennis, and occasionally vary the program by running into New Orleans, Mobile, or Pensacola, for a day or two's visit to these wonderful, old southern cities, now bustling with the spirit of the new and prosperous South.

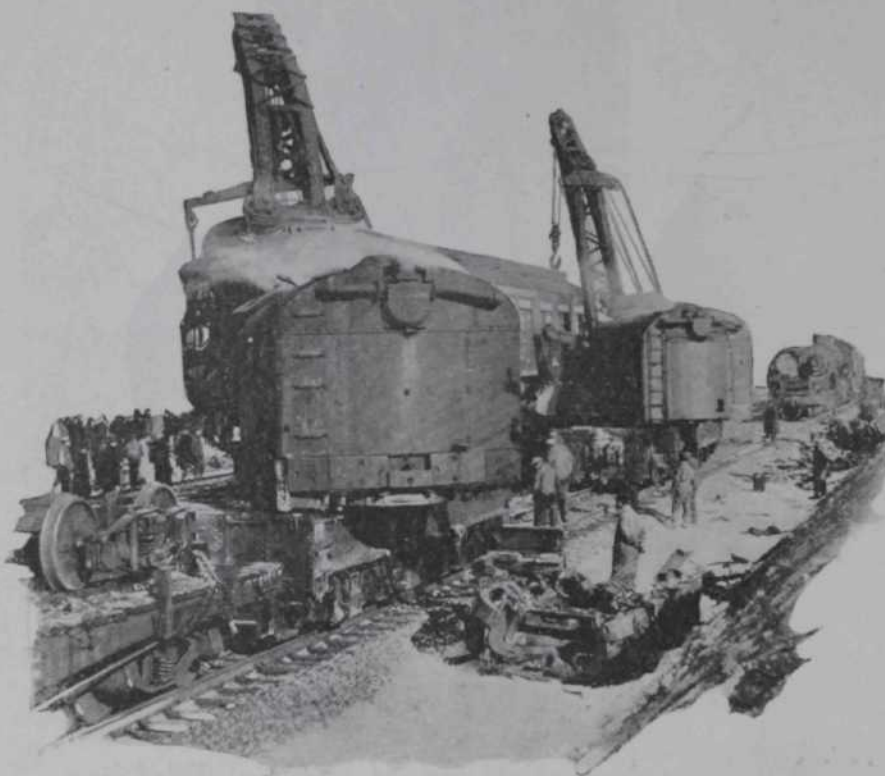
Write today to R. D. Pusey, General Passenger Agent, Louisville & Nashville Railroad, for complete information on train schedules, and descriptive booklet about the entire Gulf Coast as a place to visit, a place to live, and a place to prosper. Address Room 328-A, 9th and Broadway, Louisville, Ky.



LOUISVILLE & NASHVILLE R. R.

When writing to Louisville & Nashville Railroad please mention Nation's Business

First Choice of The Nation's Railroads



On the Nation's railroads, where locomotive cranes have come to be almost as indispensable as the locomotive itself, you will find far more Industrial Brownhoists than any other make. Two of the larger roads alone have purchased over five hundred of these cranes and the total number in this industry is many times that figure.

The number of cranes owned by railroads has steadily increased, as new uses are constantly being found for this most flexible of all handling units. Most of these uses are applicable to many lines of industry and millions of dollars are being saved each year through the use of Industrial Brownhoist handling equipment. A like amount could be saved by plants that are not benefiting by the economies of crane equipment.

Industrial Brownhoist builds cranes of many types and sizes; from the smallest that is serviceable to the big machines of 200 tons capacity. We will be glad to explain the uses of these cranes to you if you are interested in the economical handling of materials.

Industrial Brownhoist Corporation

General Offices: Cleveland, Ohio

District Offices: New York, Philadelphia, Pittsburgh, Detroit, Chicago,
San Francisco, New Orleans

INDUSTRIAL BROWNHOIST

When writing to INDUSTRIAL BROWNHOIST CORPORATION please mention *Nation's Business*

Hinde and Dauch should take over the strawboard and wrapping paper business for their debt. The business grew in volume from that small beginning until today their volume, I believe, is something like \$18,000,000 a year.

One of their biggest obstacles was the job of convincing the railroads that corrugated fibre packing boxes would stand up under any sort of rough handling. It took six years of constant effort before the railroads were convinced.

Today the company is making containers for the shipping of pianos, electrical refrigerators, all sorts of glass, china-ware, radios and furniture.

RAILROADS, by the way, are probably slower than any other business corporations to make changes in methods or practices. This is partly because any change from standard is so sweepingly costly. The air brake, steel cars and other improvements came slowly. The steam locomotive has really changed surprisingly little since its invention, except as to weight and speed.

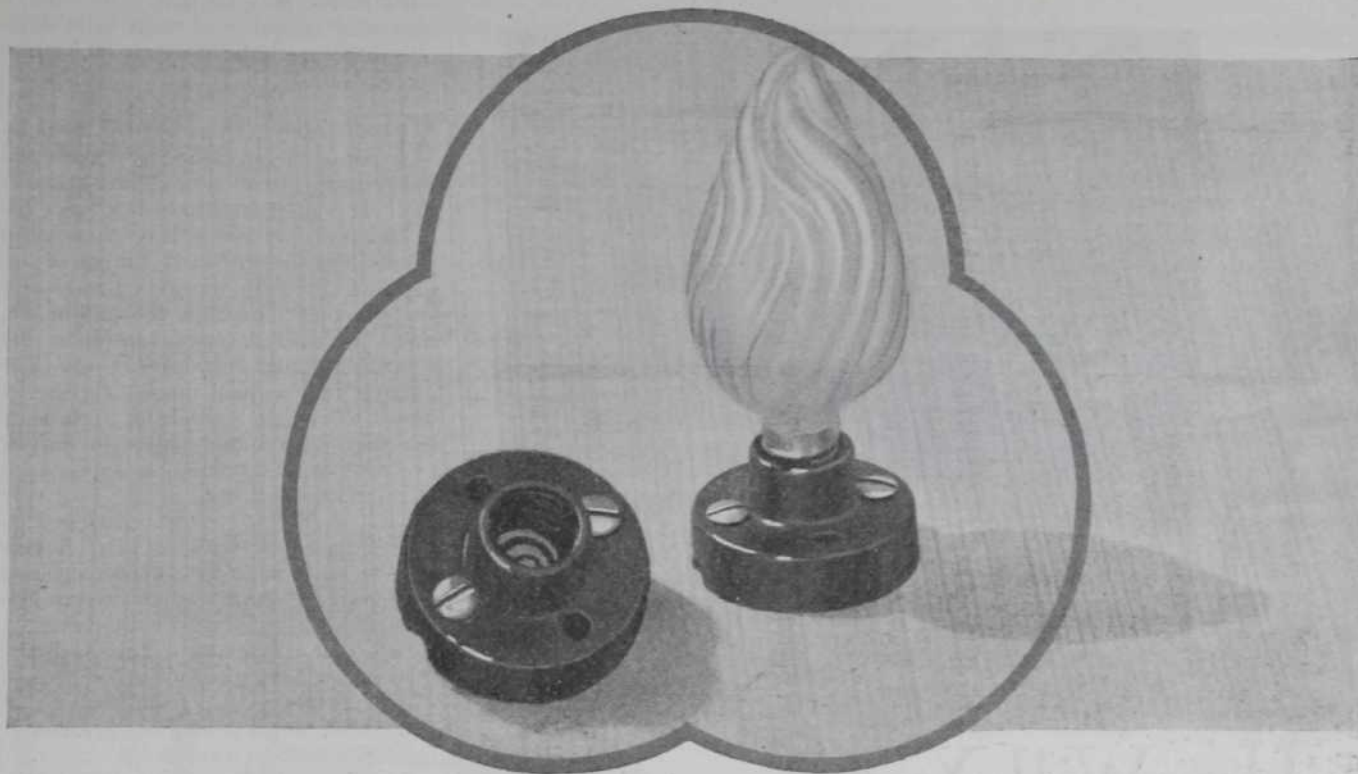
IN Clyde, Ohio, center of the sauerkraut industry, they used to dump out all the juices as waste. Then somebody hit on the idea of putting the juice into small bottles and selling it by the ounce as a health food. Now that's one of the most profitable items of the business.

AWRITER on financial subjects recently mentioned that a certain corporation has 3,339 dealers in the United States. Not long afterwards, he received a letter from the company suggesting that it would be more accurate to say "approximately 3,339 dealers." This close watch on every item relating to their business is said to be typical of every department.

THE woman proprietor of a small neighborhood store has been selling ice cream made right on her own premises and advertised by big placards as home-made. Four other stores in the immediate neighborhood began to push sales of ice cream cones but couldn't make any headway against the woman with the home-made goods. I asked her one day how she accounted for her success against highly organized competition. Was it the fact that home-made ice cream is really better?

"I think the main reason," she told me, "is that I always give liberal old-fashioned measure. Then sometimes I give the youngsters a piece of candy when they come in for ice cream. They talk about my store when they go home and that brings in the parents also."

AMAN I know advertised in various banking journals a while ago for an opportunity to buy a substantial interest in a small bank. But he did not receive a single reply. No banker ever seems to want to sell. One reason is that their business is usually prosperous and carries much financial and social prestige. An-



Candelabra Sockets of Bakelite Molded. Frank W. Morse Co., Boston, Manufacturers

A Candelabra Socket formed of Bakelite Molded appearance improved—cost reduced 25 percent

PORCELAIN was formerly used for making these candelabra sockets. But porcelain is heavy, brittle, and lacked beauty of color and fineness of detail. The use of Bakelite Molded provides lighter weight and greater strength—rich, permanent color and accuracy of detail and dimension.

In addition, one brass part was eliminated, assembly made simpler and easier, and quality and appearance improved. Through forming eight of the Bakelite Molded sockets at one time, in a multiple cavity mold, the cost was reduced twenty-five percent.

Bakelite Molded is replacing metal, wood,

rubber, glass, fibre and other materials, for making thousands of different parts and devices of a wide variety of sizes and shapes. The use of Bakelite Molded invariably results in a better product, and its rich color and high lustre lead to increased sales. It often effects production economies as well.

Bakelite Engineering Service

Intimate knowledge of thousands of varied applications of Bakelite Materials combined with eighteen years' experience in the development of phenol resinoids for industrial uses provides a valuable background for the cooperation offered by our engineers and research laboratories

Write for Booklet 42 M, "Bakelite Molded"

BAKELITE CORPORATION

247 Park Avenue, New York, N. Y. Chicago Office, 635 West 22nd Street
BAKELITE CORPORATION OF CANADA, LTD., 163 Dufferin Street, Toronto, Ont.

BAKELITE

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THE MATERIAL OF A THOUSAND USES

"The registered Trade Mark and Symbol shown above may be used only on products made from materials manufactured by Bakelite Corporation. Under the capital 'B' is the numerical sign for infinity, or unlimited quantity. It symbolizes the infinite number of present and future uses of Bakelite Corporation's products."

When writing to BAKELITE CORPORATION please mention Nation's Business



How Will You Take Care of These Visitors?

ARRANGEMENT of offices and departments often is costly because it causes confusion, delay; visitors inadvertently intrude, the work of the day naturally retarded.

Mills Metal interchangeable partitions are a definite answer to this problem because they cost comparatively little to buy, never wear out and can easily and quickly be re-arranged.

No matter how often your business demands a different office or factory departmental layout the change can be made with little or no effort and no expense — always you have the most efficient arrangement at exactly the time you want it.

There are Mills Metal interchangeable partitions for office or factory and toilet partitions for every type of building. Office buildings in every city and factories everywhere are equipped with Mills Metal interchangeable partitions representing a veritable blue book of American business. Write for literature.

THE MILLS COMPANY

900 Wayside Road · Cleveland, Ohio

REPRESENTATIVES IN ALL PRINCIPAL CITIES

MILLS METAL

Interchangeable  Partitions

When writing to THE MILLS COMPANY please mention Nation's Business

other reason may be that their bank is sometimes custodian of many little skeletons that it might be unwise to let a stranger buy into.

MOST hotels keep a record of the number of checks cashed by a guest and such records are often of use in a peculiar way. If a guest tries to cash a check the cashier probably asks: "Have you cashed checks here before?" If the guest has not done so before, but nevertheless says yes, thinking to expedite the transaction, then the cashier, after consulting her records, is almost certain to refuse. The point is that a hotel doesn't necessarily object to cashing a check for a stranger, but they do seriously object to cashing one for a stranger who also appears not to be telling the truth.

THE finest appearing cafeteria I ever saw, one of a chain, was ordered closed a while ago by a wire from the main office. Whereupon the manager told the newspapers that the failure of the place was the result of having a front that suggested a bank rather than a restaurant. This had caused people to fear that prices were too high and kept away trade.

Another explanation, offered not by the management, but by a customer, was that people resented having a girl at the door saying: "Table service downstairs."

"You go there," he pointed out, "because you're in a hurry and want to eat in a cafeteria. Then they try to sell you some other kind of service, much slower and more expensive."

ONE of the biggest financial houses in Wall Street keeps records of the class elections and votes on popularity of students by their classmates in various colleges. If one of these young men who has been highly judged or well thought of by his classmates should ever apply for a job, he has a better chance than if he were just an average applicant.

I CHANCED to walk along a corridor in front of an employment bureau whose doors had not yet opened for the day. It was interesting to note the courteous manner in which humble toilers, both men and women, adhered to unwritten law that the first to arrive should be the first to go in when the doors opened. They did this without standing in line.

EMPLOYERS tell me that traffic conditions which often delay workmen from getting to work in their cars, make punctuality a problem. For this reason, heads of plants in outlying sections are constantly seeking men who live nearby.

"WE LIKE to hire young girls just out of business schools," remarked the chief of a big office force. "They may not be so well trained as older women, but on the other hand they have not been spoiled by getting their training during a time of inflated conditions and high salaries with correspondingly expensive ideas about dress and other requirements."



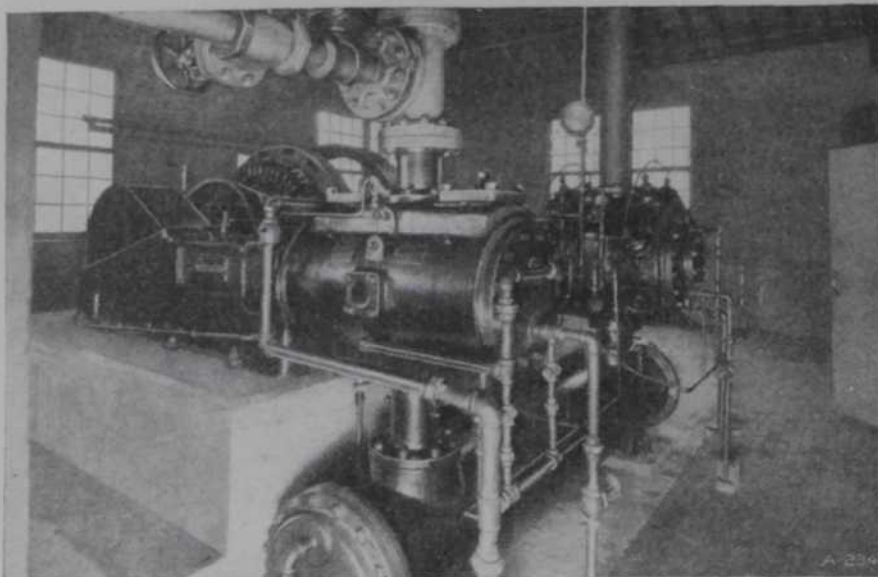
can

CAN we cut the cost of certain parts 20 to 30%? CAN we increase "eye value," CAN we improve the construction and increase strength, yet reduce weight? CAN we cut assembling cost 25%? The answer is "Yes," and our engineers can show you how if you will write us.

THE YOUNGSTOWN PRESSED STEEL CO.
507 UNIVERSITY ROAD
WARREN, OHIO



[The parts shown in solid black were redesigned and manufactured by YPS. We will redesign your product into Pressed Steel without charge—we only ask to make the parts for you if you accept our suggestions.]



Worthington 18/11 x 14 two-stage FEATHER Valve Air Compressor with three-step by-pass control, direct-connected to synchronous motor delivering 1050 cu. ft. per min. at 100 lb. at Central Tube Company, Economy, Pa.

"3 Years of Utmost Satisfaction"

given by FEATHER VALVE COMPRESSOR in steel mill of Central Tube Company, Economy, Pa.

IN 1925, the Central Tube Company, Economy, Pa., installed for general steel mill air supply service a 1050 cu. ft. FEATHER ^(Reg. U. S. Pat. Off.) Valve Air Compressor, direct-driven by a synchronous motor. The compressor is equipped with three-step by-pass control giving full, half or zero capacity; the motor is operated by start and stop push-button control.

Now this unit "has been running three years without repairs and has given utmost satisfaction".

Every user of compressed air, for whatever manufacturing processes, will be impressed by such a performance record.

Worthington equipment usually does give satisfaction beyond expectation. How may Worthington experience and equipment serve you?

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PUMPS
COMPRESSORS
CONDENSERS
and Auxiliaries
OIL and GAS ENGINES
FEEDWATER HEATERS
WATER and OIL METERS

Literature on Request

WORTHINGTON PUMP AND MACHINERY CORPORATION
2 PARK AVENUE, NEW YORK DISTRICT OFFICES IN 24 CITIES

WORTHINGTON

7541-14

When writing to Worthington Pump and Machinery Corporation please mention Nation's Business

THROUGH THE EDITOR'S SPECS



THE Plain Talker came in the other day. It was his first visit in months and it was plain that something was on his mind. It wasn't politics. He made that plain at once.

"No, I don't worry about politics. I'm too old for that. I want the right man chosen and I've picked out my right man. But you can't scare me by telling me the terrible things that'll happen if the other chap's elected. I'm too old. I've been warned so many times that the country'll all go to hell if Soandso is elected and then when Soandso was elected, the country didn't go to hell. Neither did it go to heaven when Soandso was beaten.

"It isn't politics that worries me. What I want is less system, efficiency and method.

THE other night I landed in a city and went to the hotel where I always go. It was a mean kind of a night and I didn't land until 11. I wanted to go to bed but first I wanted a bottle of ginger ale, and then I wanted my clothes pressed and my shoes shined.

"So I endowed the bell boy who showed me to the room and who wore a cute little monkey jacket, and I said:

"Can you get me a bottle of ginger ale?"

"No," said he, "but I'll call Room Service and he'll bring it."

"Then he left me and Room Service who wore a swallow tail coat appeared with the ginger ale and I added to his invested capital and inquired if he'd take my clothes and shoes to be pressed and shined.

"He couldn't but I could call the Valet Department. So I did. Valet came. He wore no coat but a cross-striped vest with black sleeves and he was labelled 'Valet' so I knew he was genuine and I could trust him.

"He took my clothes. Very nice he was, not condescending about it and promised to have my suit ready at 7:30 and didn't turn up his nose at money. But he couldn't take my shoes. It seemed the Valet Department authority ended with my pants. But if I called the bell boy again he'd take my shoes.

"By this time my temper and my silver were getting short and I decided to find a nice old-fashioned bootblack stand in the morning and perch up on it and survey the world while an industrious colored gentleman fixed my shoes and talked to me about the weather.

"No, I'm getting fed up on method;



There is **ONE**



Dominant Distributing Point on the PACIFIC COAST

GEOGRAPHICALLY dominant, Oakland, manufacturing and distributing center of the West Coast, stands on the median line of population of eleven great western states, between Canada and Mexico. Here is a vast market with a buying power considerably above the nation's average, its estimated individual tangible assets averaging 15.5% higher than the balance of the United States. Within the Pacific Coast States alone reside 8,000,000 of the 12,000,000 population of Oakland's natural trading area, and 1,600,000 live within a 40-mile radius of the city itself.

Dominant in distributing facilities, Oakland lies on the mainland side of San Francisco Bay; is terminus of three great trans-continental railways; port of call for foreign, intercoastal, coastwise and river steamships; center of a network of intrastate railroads and highways, affording the most economical distribution to this entire western market. It is terminus for three air mail, express and passenger lines. In addition, Oakland is the most advantageous point from which to serve the great export markets bordering on the Pacific Ocean.

Here are lower power costs for the manufacturer (California producing 25% of the nation's hydro-electric energy). Here is an ample supply of skilled and unskilled labor, free from industrial strife, with an unusually low labor turnover largely due to a 42% home ownership. Here is a splendid working climate of 51.7° Fahrenheit mean annual temperature, as compared to 59° Fahrenheit

considered ideal for the highest labor efficiency. Here are 27 miles of waterfront—and here is, within the Oakland industrial area, other acreage of any desired size or other requirements, to be had at considerably less cost than elsewhere—here, too, building costs are relatively low. Here are, promptly available, in California, raw materials in wide variety and great abundance.

What Do These Natural Advantages Mean to You?

Distributors or manufacturers interested in the great western market are invited to write for any general or specific information with the assurance of the correspondence being held in the strictest confidence. Send for a copy of "We Selected Oakland" or write for a detailed industrial survey for any certain manufacturing activity.

Industrial Department, Oakland Chamber of Commerce

OAKLAND { and
ALAMEDA
COUNTY } **CALIFORNIA**

or Address the Chamber of Commerce of any of the Following Cities:

Centerville Emeryville Hayward Irvington Livermore Newark Niles Pleasanton San Leandro

Dependable Motors for Appliances

WAGNER was one of the first motor manufacturers to develop small motors that made possible the setting up of the existing domestic refrigeration standard. Wagner makes every type of small motor, alternating-current and direct. Interchangeable mountings as to size and type for commercial frequencies and direct current.



Wagner engineers have made thorough studies of field conditions encountered by motors on various appliances. How can you make use of this knowledge?

Literature on Request

WAGNER ELECTRIC CORPORATION
6400 Plymouth Avenue, St. Louis, U.S.A.
Wagner Sales Offices & Service Stations in 25 Principal Cities

*Products: . . FANS . . Desk, Wall and Ceiling
TRANSFORMERS . . Power, Distribution and
Instrument . . MOTORS . . Single-phase, Poly-
phase and Direct Current*

Wagner

...quality

life in general and life in hotels in particular is too damn complicated."

"THE good die first," said Wordsworth, but the good article doesn't. Four years is a long time in the life of a magazine article, yet just the other day the Fisher Body Company asked us if we could supply 15,000 reprints of "Things to Tell Your Men," a series of homespun economics by George E. Roberts which we started in June, four years ago.

We told Mr. Roberts about it and he wrote in reply:

I am interested in what you say about reprints of the series of articles upon "What to Tell Your Men." Every once in a while I have a letter asking for copies and have long since been out. If you can get me a dozen or so sets I will be greatly obliged.

AND 6,000 copies of Earl Sam's article "Back of the Chain Store" were asked for by 73 chambers of commerce in 29 states. They wanted them for their retailer members. The logic of the chambers who distributed them is clear. The intelligent retailer is a member of his chamber of commerce. The intelligent retailer also knows that the more he knows about chain stores the more intelligently he can meet their competition.

WITH the race of poets we have had a little experience. From time to time NATION'S BUSINESS does publish poetry and it would gladly publish more if it could find good ringing verse that deals with business.

But our acquaintance with poets was widened not long ago when a poet called in person and instead of leaving a manuscript recited his poem and asked how that would do.

FROM John P. Frey, Secretary-Treasurer of the Metal Trades Department of the American Federation of Labor comes an interesting contribution to the discussion of the problem of unemployment and the migration of labor as a result of increasing mechanization of labor. Mr. Frey had just read Chester M. Wright's article "A Nation of Men or Machines," and this is his comment:

No one knows the number of unemployed at any one time. Our Federal statistics on the subject may be more accurate than the guesses of those, who last spring, estimated the number of unemployed from four to five million, but at very best the Federal statistics are only approximations. As both Secretary Davis and Mr. Ethelbert Stewart intimated, all that we are certain of is that a dislocation in employment is taking place more rapidly than at any previous time in our history.

The Department of Commerce is authority for the statement that since 1920, there are 917,000 less employed in our manufacturing industries; 800,000 less on our farms, and 240,000 less on our railroads, while during the same period, the volume of our manufactured products has increased, the agricultural output is larger, and more ton miles and passenger miles are being hauled.

The attempt is being made to show that

a large number of these permanently displaced are going into newer industries; automobile service, chauffeurs, garage men and gas station attendants. The moving picture industry, hotel and restaurant service, beauty parlors and the teaching profession have absorbed a goodly number.

There are most sound reasons for believing that many of those forced into newer occupations do not have as high a consuming capacity as before. No business man can examine what is taking place without being compelled to think seriously, for the great market for our agriculturists, manufacturers and business men is the home market; the one confined within the boundaries of the United States. If dislocation in employment caused by improved methods of production, the greater use of machinery and power reduces the total consuming capacity of the people, industry and commerce are as seriously affected as the unemployed themselves.

WE commented in September on the fact that—the Street Directory of Principal Cities being our authority—not all the Broadways were in big cities nor all the Main Streets in Gopher Prairies.

From Memphis a native of Baltimore writes:

As a native of Baltimore, I feel constrained to bring to your attention the paragraph in September 1928 issue in the column Through the Editor's Specs, concerning "Main Street." Baltimore's Main Street, in the sense used by Sinclair Lewis, is "Baltimore Street" from east to west and "Charles Street" from north to south. If there is a Main Street in Baltimore it is doubtless some small two by four thoroughfare unknown to fame.

Here in Memphis, "Down in Dixie," we have a Main Street, but no Broadway. Baltimore has a Broadway that is a way with considerable width. You are close enough to Baltimore to confirm the above disclosures.

We live near enough to Baltimore to know something of its main streets, but we still cite the Street Directory as authority for the statement that it has a Main Street, but where it is we cannot even guess.

WILLIAM FEATHER, in his chat on books he has read, in the September number of NATION'S BUSINESS had a pleasant word to say about E. W. Howe and his monthly. Here's a bit of a letter from Howe to Feather:

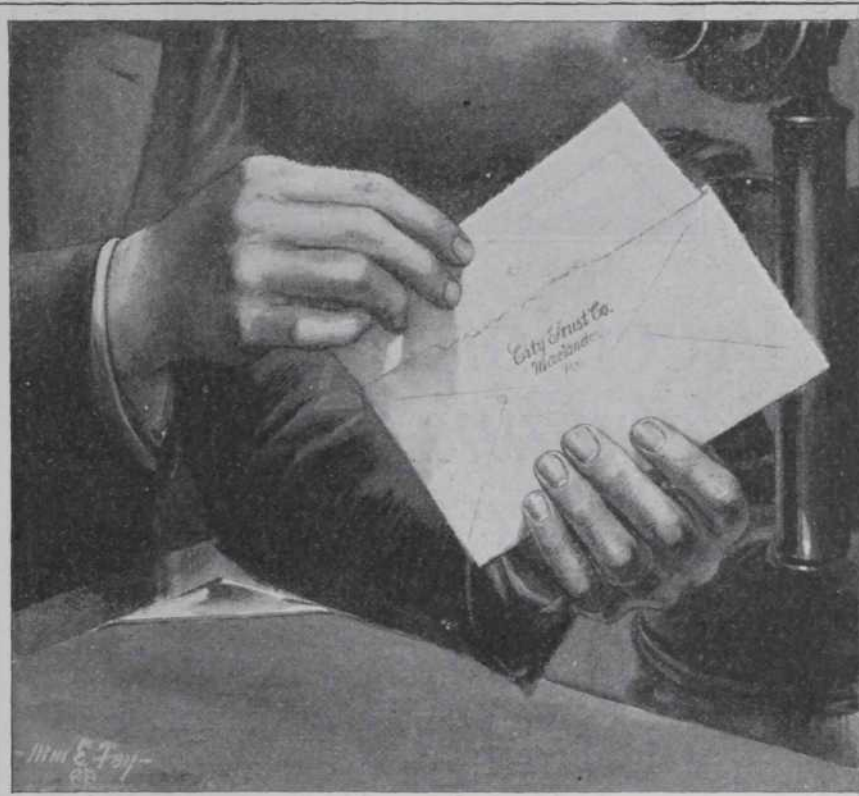
While away on a trip to Yellowstone Park, I missed the last copy of NATION'S BUSINESS. But my accumulated mail was full of references to it, and they are still coming. I thank you very sincerely; several of the letters have enclosed your fine piece.

IT was W. S. Gilbert who wrote (we quote from memory and are subject to correction):

You must stir it and stomp it
And blow your own trumpet
If you want to get on in the world.

We shall not blow our own trumpet but it is pleasant to listen to two toots on the

Give your Business Announcement the Dress it Deserves



WHETHER it be announcing the promotion of some member of your organization or the addition of a new member to the firm, if you feel it important enough to announce; it should carry a fitting sense of correctness and dignity. The distinction of a genuine engraved announcement is something that is really essential. Confer with any merchant displaying the Mark of Genuine Engraving shown below.

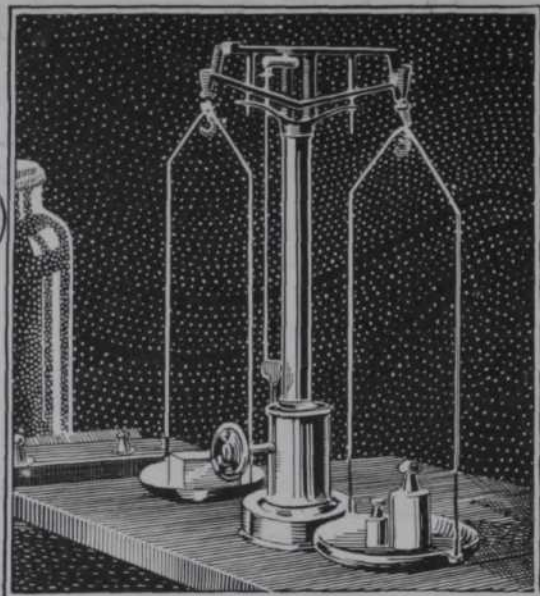


THE Genuine Engraved Business
card opens closed doors.



GENUINE ENGRAVED STATIONERY

USE THE RIGHT STEEL FOR THE RIGHT PURPOSE



Precision Shafting Maintains Balanced Machine Operation

WHEREVER efficient machine operation depends upon accurate balance between all moving parts, revolving shafts must be precise in size and straightness, true to round, flawless in surface and free from strains which might cause distortion.

Union Precision Shafting is so named because all these requirements are fully met.

It admirably exemplifies the achievements of this organization in meeting demands of extreme exactness.

UNION DRAWN STEEL CO. - Beaver Falls, Pa.

UNION DRAWN
STEELS

other fellows' trumpets, the tune being "Your's is a good magazine."

One is from *Advertising World* of London for September:

Colour-Hunger: it's beginning to cry out in Britain. I prophesy very big developments. I implore manufacturers (and their advisers, the advertising agents) to provide what I will call the bread and satisfaction of colour. Even the white table cloth and the white bed linen are giving place to the hues of the Orient.

In America, they tell me, the colour-vogue is growing day by day. In *NATION'S BUSINESS*, a magazine which is published by the United States Chamber of Commerce, you will find a discussion on this subject. It's a capital journal, one of the brightest I ever see.

I could wish our own Chambers of Commerce were as lively and forward looking. It is high time to shake off sleep. Wake, Rip Van Winkle, wake!

THE other is from W. M. Geerts, Export manager of the Mollith Asbestos and Cement works of Moll, Belgium, who says:

We like your magazine as the best of all papers reaching our desk, next to "Nep-tune" (our Belgian Lloyd) and daily newspaper. In our opinion there is no man occupied in some or other office of trade or industry who has not some real businesslike thoughts to learn out of almost each article appearing in *NATION'S BUSINESS*.

Your magazine helps us feel and understand that the young American nation is not one of mere materialism, contrasting with our old traditional Continent, but one which uses its knowledge and skill and all its capacities for the realization of harmony and universal welfare.

AND now the trumpet blows less sweetly. Dr. W. C. Rountree of Austin, Texas, writes:

I read *NATION'S BUSINESS* with great interest, it is a very fine treatise. However the articles printed in the September issue on Hoover and Smith clearly show partiality for Hoover. The article is headed "Herbert Hoover's Business Philosophy." James L. Wright takes the honor of writing the article. Mr. Edwin C. Hill tells what Al Smith said. The two pictures override the prejudice of the article in favor of Mr. Smith. The physiognomy presented in the two men's pictures tells the tale.

And we struggled so hard to be absolutely impartial, and to balance the space.

BUT not all who read the Smith-Hoover articles felt as Dr. Rountree did. B. S. Motley, dealer in milk supplies and machinery in Danville, Virginia, read them and wanted others to read them. He wrote:

We have read with interest your two articles, "Business Philosophy," by Herbert Hoover, and "Business and Government," by Alfred E. Smith, in the September issue.

We have a friend, editing the *Caswell Messenger* at Yanceyville, North Carolina, and wish to ask that you mail him a copy of your September number, or if unable to send a full number, kindly send a copy of these two articles. His paper sells

throughout his county, which joins our county and comes up to our city.

THE undecipherable signature is always a business problem. Mr. C. B. Cook of the Elwell-Parker Electric Company takes this serious view of it:

I would like to make a suggestion which it seems to me would be a great advantage in world trade, and that is, that every typewritten letter should carry the name of the signatory in type as well as handwritten, as below.

A great deal of confusion results from a lack of recognition of the name of the sender of a letter when his signature cannot be deciphered and often the name is of great value to the reader.

If the above suggestion could be put into operation more generally here in the United States and gradually be extended to other parts of the world, we believe great benefits would result.

IT IS not uncommon for the editorial staff of this magazine to be warned that they will, if they print certain things, "stir up people."

Perhaps stirring up is a good part of the job and here is a letter from H. H. Morse of the Florence Stove Company, Boston, Massachusetts, regarding an article by Arthur S. Hillyer, entitled "Make Exports a Fourth Wheel."

Washing soiled linen in public is a very delicate proceeding, but you have done it courageously and you have done it well. There are parts of this article that will be jumped upon and quoted with glee by foreign competitors and these parts will be misconstrued and made to serve the cause of our competitors. That is always unavoidable in cases of this kind, but the article will do a lot of good.

It is in a magazine that executives read and it will make executives who are at all interested in their business go back over their export files and see what is happening in their own organization. The spirit in which you tell things without mincing words is truly American.

THE editor stopped at the butcher stall and asked the price of porter-house steak.

"Seventy-five cents," said the butcher.

"That's pretty high," said the editor. "Why?"

"Well," said the butcher, "we are paying more for our beef now than we have since I can remember, it seems to me, but I guess this is the reason. You know there is a lot of talk by both parties and in all the newspapers about farm relief, and maybe that is the way they are relieving the farmers."

ANOTHER contributor to the question of farm relief comes from a leading wholesaler in Indiana, who says:

I just recently returned from a trip and find that our boys have done extremely well on "volume" but collections in the agricultural districts are exceedingly poor. Evidently the farmer lads have spent their money for radios to hear the promises of "farm relief" by our presidential aspirants.

M.T.



Say "THANKS" with FLOWERS

Nature's own gorgeous gift of bright blossoms adds joy to the festive board. The sparkling beauty of flowers reflects the true spirit of Thanksgiving. And in their rare fragrance you'll drink the essence of Autumn sunshine.



THE sign of a good florist. Membership in the Society is indicated by this design

displayed on the florist's window and on his announcements to the public.

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THIS is the sixth of a series of editorials written by leading advertising men on the general subject of "Advertising"



For 1929—the Opinion Audit

UNDER today's competitive conditions, the successful sales executive knows only too well that profitable selling must be based upon a comprehensive understanding of facts.

While a carefully studied analysis of facts will tell who buys his merchandise, where the buyers live and when the seasonal peaks are reached, he must resort to opinions to know why.

In advertising we are most certainly concerned with what people think—for the advertiser must mold the thinking of many buyers if he is to be successful.

A bank in a small community asked a number of its depositors, and a like number of non-depositors, this question: "What, in your opinion, is responsible for the success of this bank?"

It was only necessary to use the dominant ideas, as expressed in the answers, in a consistent advertising campaign, to induce other people to think the same way—and to make the bank more successful.

"Opinion audits" to determine the sales message is today quite generally used by many successful advertising agencies.

And the message of every advertising campaign, whether by design or accident, must coincide with the opinions of prospective customers or it cannot succeed.

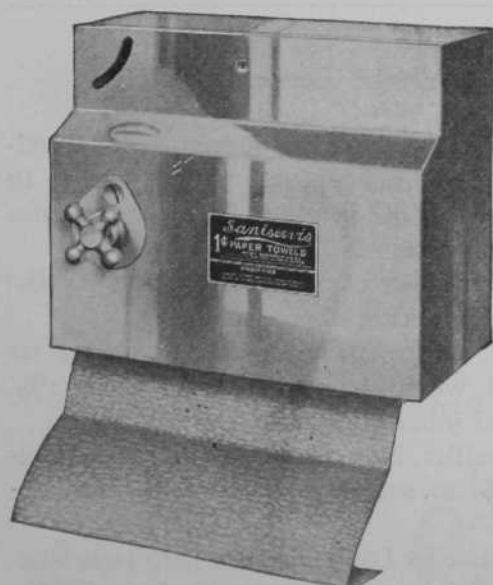
The on-rush of events, the appearance of new competitive items, the ebb and flow of buying, is today making it necessary, for the advertiser who would be successful, to make frequent opinion audits in each of his distributing areas; and those who would be most successful in 1929 had best look to the opinions of buyers now.

—K. L. HAMMAN, Pres.,
Hamman Adv. Organization, Inc.,
Oakland, Calif.

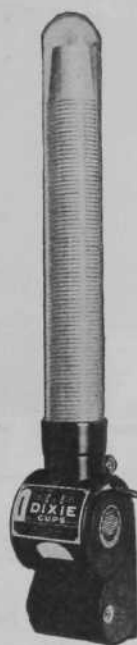
Consult **DOEHLER** on your Vending problems



Kotex Vending Machine



West Disinfecting Co.
Paper Towel Vending Machine



Dixie Cup
Vending Machine

DOEHLER engineers with twenty-five years experience in fine metal craftsmanship—can design a vending machine for your product—that will serve constantly and efficiently.

The equipment we illustrate was DOEHLER designed and DOEHLER produced for merchandise that is nationally famous. Many other well known products are successfully "vended" through DOEHLER designed equipment.

You may PUT YOUR VENDING PROBLEMS UP TO DOEHLER with the assurance that equipment tested and perfected will be created to fulfill the needs of your particular product.

DOEHLER DIE CASTING CO.

*Engineers & Producers of
Vending Machines*

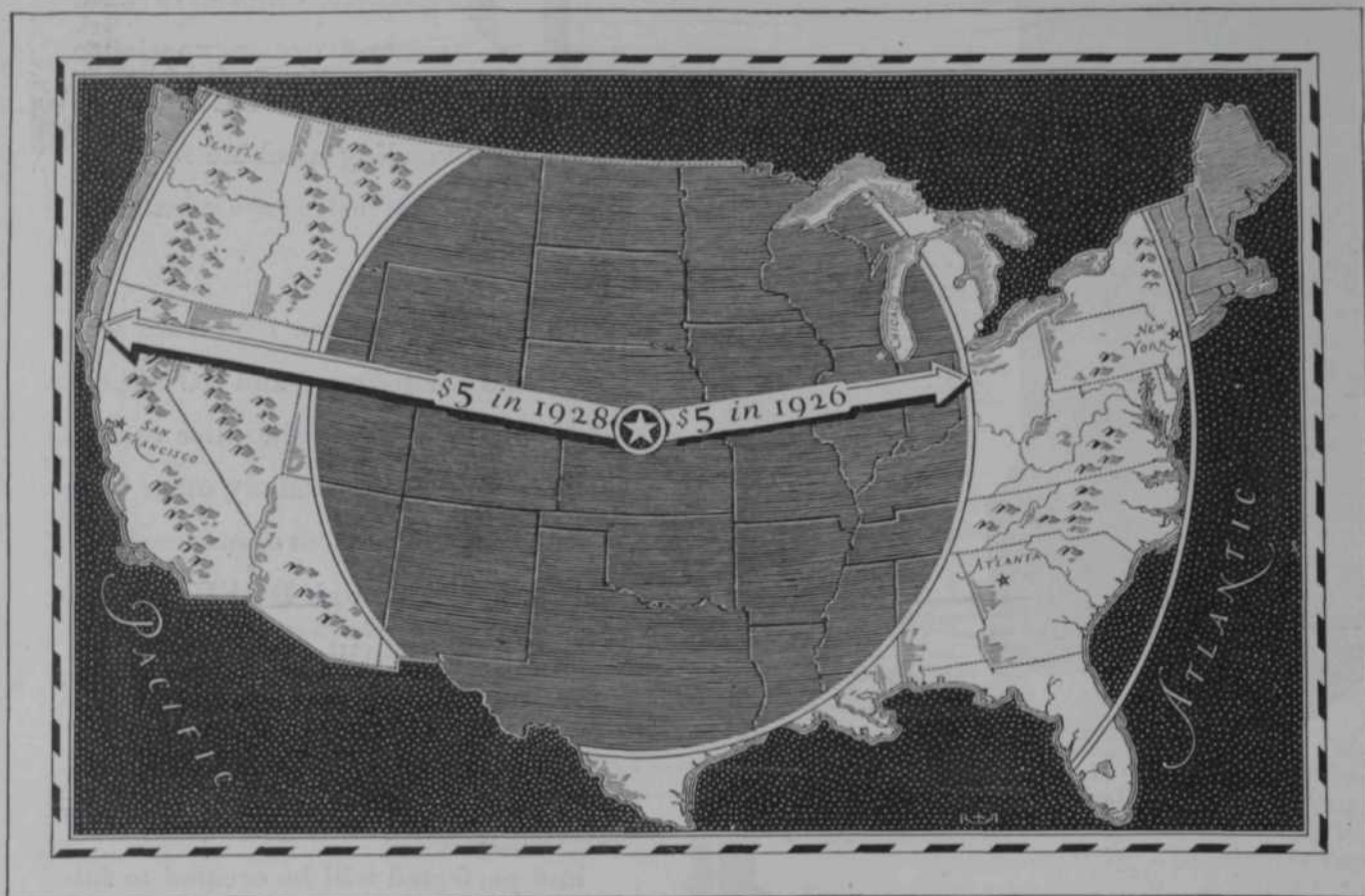
386 Fourth Ave., New York
Brooklyn • Toledo • Batavia • Pottstown



THE WORLD'S LARGEST PRODUCERS OF DIE CASTINGS

When writing to DOEHLER DIE CASTING CO. please mention Nation's Business

Now only \$5 to telephone half way Across the Continent



⌘ An Advertisement for Bell Long Distance Telephone Service

NEXT to how much may be accomplished by long distance telephone calls, and the speed with which they are now being put through, the most surprising thing about them is: How little the calls cost.

Picture a man in Smith Center, Kansas, geographical center of the United States. Under the new station to station day rates he can now "travel" to the Atlantic or the Pacific coasts and return for \$5. From Chicago one can go to New York and back for \$3.25. To Los Angeles and return for \$6.25. To Dallas and return for \$3.25. All the way to London and back for \$48.

Every long distance call is a round-trip journey. In a long distance call a man not only speaks what is in his mind but gets the answer.

From his office in any city, a man whose time is valuable can speed from one concern and market to another, regardless of distance, in a few minutes and at small expense.

A Nashville lumber company relies on long distance calls for collecting slow accounts.

A Portland, Oregon, fruit company figures its sales overhead, where the telephone is used, at 2%. Where personal solicitation only is used, 7%.

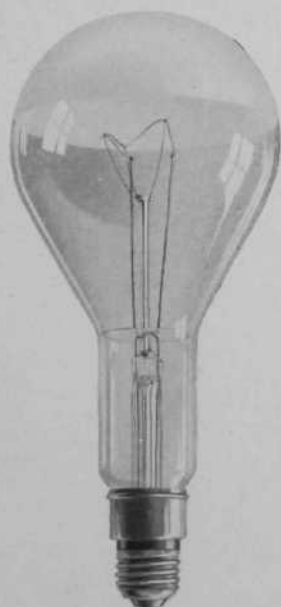
A Chicago miller, by a telephone call to Philadelphia, costing \$3.10, sold 60 carloads of flour for more than \$100,000.

Why not let Long Distance help your business? What distant places could you profitably reach by telephone, now? . . . Number, please?





National MAZDA LAMPS



MAZDA is not the name of a thing, but the mark of a Research Service centered in the Research Laboratories of General Electric Co.



Production!

BETTER lighting can, and often does, make five production units "grow" where only three grew before. That means a tremendous reduction in labor cost per unit.

Perhaps the saving in your plant might not be quite so startling. But if your lighting installation is five or more years old, it is obsolete. Improved lighting not only lowers production costs but it also

decreases spoilage and accidents.

Even a few minutes saved per day per workman will pay the additional cost of the finest industrial lighting installation. So isn't it up to you to *know* whether your present lighting is making your production costs higher than they need be?

To know more, write for our new free book, "*Plain Facts about Factory Lighting.*"

NATIONAL LAMP WORKS
of General Electric Co.
Nela Park, Cleveland, Ohio

Send me a free copy of your new book—"Plain Facts about Factory Lighting."

Name.....
Company.....
Address.....

H A V E A

C A M E L



Here come the winners
—*they smoke for pleasure*

What's the score? Have a Camel. You win the real enjoyment of smoking. Fragrant, mild, altogether delightful—

Camels

"I'd walk a mile for a Camel"